

Management Record

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• In the Record •

Election Day Problems for Employers

November 4 is almost here. And arriving with the hustle and speculation attending a presidential election is the problem of whether employees should have time off to vote—and if so, with or without pay?

Practices concerning employee voting time off stem from two sources, the state and individual companies. Twenty-six states have laws covering management-employee relations on election day, and half the companies cooperating in this survey have definite rules on the subject.

These state laws are varied, and in some cases, complex. Some say no to any voting time off with pay. Others permit it conditionally. Within this framework there are differences in hours, permission to be asked, and the exact meanings of the laws involved. "Time Off To Vote," on the next page, gives a comprehensive view, both by states and companies.

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The Exit Interview

When an employee leaves a company, of his own volition or otherwise, is there anything to be gained in a "last word" talk with him? Will only the usual gripes and complaints be forthcoming or can it be a constructive experience?

The answer given by one company at least is a resounding yes. The exit interview, as it is called, has become a valuable and integral part of the personnel program at the American Mutual Liability Insurance Company. But like so many other individual practices, this company feels the value of the exit interview must be understood as part of the continuing close relationship among the personnel department, the supervisory staff, and individual employees. It is not seen as a gadget or gimmick to gain some particular end.

How exit interviewing at American Mutual evolved, the techniques used, and the company's evaluation of the practice are given in the story, "The Exit Interview: A New Interpretation," starting on page 337.

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Company Cafeteria

One expects a personnel department to handle a large chunk of managerial problems—but an extra job, and a huge one—has been added to the responsibilities of North-

west Airline's personnel. That company has recently invaded the restaurant business and, what's more, has made a success of it.

"Fancy Meals Mark Cafeteria Fare," on page 339, describes in some detail the activities of Northwest's personnel department in bookkeeping, arranging space and materials, and in the actual menu planning of two company cafeterias which serve nearly all Northwest's employees. Despite the fact that roast beef, turkey and lobster newburg are frequently seen on the menu, the cafeterias have managed to stay in the black, and the returns in employee morale have been enormous.

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Textile Union Feud

Much has been written and said of the Rieve-Baldanzi textile union battle but, amid all the din and clamor, what has actually happened to the companies with textile union contracts is often lost sight of. Such problems as which of the rival factions should be recognized and how to handle the check off and grievance procedures are not easily answered.

But many companies are taking temporary measures to tide them over until their employees' union affiliation is definitely established. These measures vary from ceasing any negotiations whatsoever to maintaining the status quo even to the extent of sending dues money to the old union. For a survey of how forty-three textile companies are facing this problem, see "AFL vs. CIO Textile Fight—A Survey," on page 346.

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That Cost of Living

Living costs in July reached a new high, according to THE CONFERENCE BOARD's index of consumers' prices. The advance over June was .8%, and the pressure apparently is continuing. The rise in prices, of course, pushed the value of the consumers' dollar down again. The figures and facts on the C of L, as well as employment and the work week, can be found in the story starting on page 355.

A special article on wage adjustments for the first half of the year starts on page 343. The regular monthly table of wage adjustments can be found on page 360.

Time Off to Vote

For some employees, the trek to the polls will be aided by companies and state laws assuring time off with pay

IT'S November 4 this year—the first Tuesday in November set aside by law for election. And since it's a presidential election year, reports again speak of a record vote. Part of that looked-for record vote will be made up of employees who, with no loss in pay, will take time off from work to mark their ballots. For many employees, company practices will permit them that time off with pay. Others will take advantage of state laws which permit employees time off to vote with no loss in pay.

COMPANY PRACTICES ON VOTING TIME

Employees in about half of the companies participating in a recent Conference Board survey will receive paid-time off to vote on election day. For some of them the day will be a paid holiday. Most of the others will get two hours off with pay. In both respects, salaried employees still have the edge over hourly workers: among 209 companies with salaried employees, 20.6 per cent make election day a paid holiday, 37.3 per cent grant certain hours off with pay. Among 203 companies with hourly employees, 12.8 per cent make it a paid holiday and 26.1 per cent give time off with pay. (See Tables 1 and 2.)

Company practices in granting time off seem to reflect state laws. In states whose laws require time off with pay, two out of three participating companies have adopted such a practice for hourly employees—

either in the form of a paid holiday or paid-time off. In states whose laws require no pay for such time off, only one out of seven companies pay for time off granted hourly employees. Among companies in states with no laws covering voting-time off, one out of three grant time off with pay.

STATE LAWS COVERING VOTING TIME

Twenty-six states currently have laws that cover time off for employees to vote. (Voting laws as construed for THE CONFERENCE BOARD by the office of the Attorney General in the forty-eight states, are shown in Table 3.) All have certain similarities: they cover persons entitled to vote; they specify the time off allowed (two hours off in fourteen states), and often they specify that employees must ask for and/or the employer may designate the hours off. The major difference in the laws concerns payment for the time off that is granted.

With or Without Pay?

In five of the states, the employer is not required to pay for time off taken by an employee to vote. In two (Wisconsin and Alabama) the employer may deduct from the employees' wages for the time off. The laws of three of these seven states require that the employee ask for the time off.

In the remaining nineteen states, the law specifies

Table 1: Election Day Time-Off-with-Pay Practices for Hourly Employees in 203 Companies

Practice	In All States		In States with Law Permitting Time Off with Pay		In States with Law Permitting Time Off But Not Requiring Pay		In States with No Law on Election Time Off	
	No.	%	No.	%	No.	%	No.	%
Number of companies	203	100.0	71	100.0	62	100.0	70	100.0
Observe day as paid holiday	26	12.8	11	15.5	1	1.6	14	20.0
Grant time off with pay:	53	26.1	36	50.7	8	12.9	9	12.9
1 hour	3		1		1		1	
2 hours	29		26		2		1	
4 hours	1		—		1		—	
8 hours*	1		1		—		—	
Necessary time	7		—		3		4	
No data on amount of time	12		8		1		3	
No time off with pay granted	107	52.7	19	26.8	45	72.6	43	61.4
No data	17	8.4	5	7.0	8	12.9	4	5.7

*Not considered paid holiday

Table 2: Election Day Time-Off-with-Pay Practices for Salaried Employees in 209 Companies

Practice	In All States		In States with Law Permitting Time Off with Pay		In States with Law Permitting Time Off But Not Requiring Pay		In States with No Law on Election Time Off	
	No.	%	No.	%	No.	%	No.	%
Number of companies	209	100.0	82	100.0	58	100.0	69	100.0
Observe day as paid holiday	43	20.6	23	28.0	1	1.7	19	27.5
Grant time off with pay:	78	37.3	40	48.8	20	34.5	18	26.1
1 hour	4		1		2		1	
2 hours	28		23		3		2	
4 hours	2		1		1		—	
Necessary time	11		3		5		3	
No data on amount of time	33		12		9		12	
No time off with pay granted	70	33.5	13	15.9	29	50.0	28	40.6
No data	18	8.6	6	7.3	8	13.8	4	5.8

the employee shall either lose no pay (fifteen), or not be subject to penalty (two) if he takes time off to vote. In two states (Colorado and Utah) the no-pay deduction does not apply to hourly employees. In ten of these states, however, the law specifies this time off with pay shall be granted only if the employee asks for it. However, in those states where there is no requirement that employees request the time off, the presence of the law evidently does not constitute a requirement that all employees must be given the stipulated time off with pay. From remarks of several states attorney generals, the application of the law evidently depends upon the length of time the polls are open and the work schedule of the employees.

California, for example, allows employees two hours off with pay. California's attorney general, in a 1944 opinion which is still referred to, stated that under the law, public employees are "entitled to whatever time off is necessary for them to vote, up to two hours, between the time of opening and the time of closing the polls, and they are not entitled to any time off if the facts show that no time off is needed. The section is not to be construed as conferring a holiday or vacation of two hours regardless of the necessity. This conclusion is sound not only as to public employees, but also as to private employees. The hours during which the polls are open for voting have been regulated by the legislature with the convenience of the voters in mind, and to construe this section as granting two hours off regardless of necessity would be unreasonable.

"In view of the period during which the polls are required to be open (7 a.m. to 7 p.m.) . . . it would appear that the necessity for restoring to [the law] will be quite limited."

Similarly, the Texas law has been construed as follows:

"Bearing in mind that our polls are open until 7 p.m., that a statute should be interpreted by its equity, and of the interdependence of employer and employee in our industrial civilization, it is our opinion that an

employer is within the statute and his rights in prescribing the time allowed during the day for the purpose of voting. The time allowed should be sufficient and fair so as to fully and completely permit the employee to exercise his suffrage. Such regulations would vary according to local conditions: but it should give the employee ample and convenient time within which to vote."

And under the Missouri law, which requires that four hours off be granted between the opening and closing of the polls, an employer may close shop at 3 p.m. under a work schedule of 8 a.m. to 4:30 p.m. and be within the law because the polls are open until 7 p.m.

In several states, the pay provision of the law has been held unconstitutional or was believed to be unconstitutional in the absence of any court opinion. The Kentucky State Supreme Court ruled that the pay provision was "unconstitutional as arbitrarily taking property away from one person and giving it to another person without value received or any contractual basis." Similar provision in the laws of Illinois have been held unconstitutional by that state's Supreme Court as "an unreasonable abridgement of the right to make contracts, in violation of the due process clauses of the federal and state constitutions."

The Supreme Court of the United States by an eight to one vote this year held constitutional Missouri's law requiring payment for voting-time off. The majority decision, written by Mr. Justice Douglas,¹ states:

"Missouri by this legislation has sought to safeguard the right of suffrage by taking from employers the incentive and power to use their leverage over employees to influence the vote. . . . The protection of the right of suffrage under our scheme of things is basic and fundamental.

"The only semblance of substance in the constitutional objection to Missouri's law is that the employer

(Continued on page 367)

¹ Day-Brite Lighting, Inc. v. Missouri, 342 US 421.

The Exit Interview: A New Interpretation

Here is a different view of the place of exit interviewing
as developed by one company over a ten-year period

TEN YEARS ago many companies across the United States experienced a sharp rise in the turnover rate among their employees. Housewives, trying factory work for the first time, found their jobs more than they had bargained for. Steady workers became job jumpers as employers competed among themselves for the dwindling labor supply. Workers left for better offers before reaching minimum production standards or even before completing their training. Not infrequently a job had to be filled three or four times in a single year.

A number of things were tried by companies in an effort to hold on to their employees—among them the exit interview. Today the exit interview is still thought of by many persons as a device for reducing turnover and as a good way to find out what is causing employees, either in the entire company or in certain departments, to become dissatisfied and quit their jobs. While there is some validity in these concepts, particularly the latter one, interviews do not tell the whole story about the exit interview. In fact, a few companies have some quite different ideas about the functions and values of exit interviewing.

One of these is the American Mutual Liability Insurance Company with headquarters in Boston, where exit interviews have been held for more than ten years. They were started on an informal basis and soon proved their worth. About five years ago the interviews were made a definite procedure of the personnel department. This evolution is typical of other developments at the company. Something that sounds good is tried out quietly, then procedures are improved as experience shows better ways and methods. After a time the practice is recognized and made official. The management of the company follows this pattern in preference to the introduction of new procedures by edict and fanfare.

MORE THAN A DEVICE

At American Mutual the exit interview is not regarded as a device, an expedient, or a gadget to be put into operation in an emergency to accomplish specific results in a hurry. Rather, it is looked upon as an integral, permanent part of a sound program of personnel administration, where informal relationships between members of the personnel staff and all others in the organization play an important part. The goal

throughout is the promotion of two-way understanding between the individual and the company.

A continuity in relationships with the personnel department exists which is worth noting. The employee on being placed is not forgotten. Frequent opportunities are made for renewing the contact established at the time of the first employment interview.

The personnel department interviewers are thought of primarily as counselors. Their jobs are responsible ones. They interview and screen job applicants, referring to the line supervisor those who seem to meet job specifications. They help induct new employees, usually in small groups. They participate in the supervisory training program. The counselors and line supervisors consult with each other frequently. Employees with problems are referred to the counselors by the supervisors or come of their own initiative. Finally, the personnel counselors talk with each person before he leaves the organization. This exit interview is simply one in a series of contacts between the worker and the personnel department. While it may differ in particulars from other conferences, the basic pattern is the same. It is not something apart or even different.

HOW IT WORKS

An employee who is leaving American Mutual is referred to the personnel department by his supervisor. The general personnel recommendation form has been filled out with the action stated and the reasons given. The interviewer has this information at hand—and usually a lot more. At the end of the interview he fills out the "Exit Interview Report." (Both forms are shown on page 336.)

Most terminations are not sudden events out of the blue. Ordinarily they have backgrounds extending over a period of weeks or months. The interviewer will probably know quite a little about the whole situation when the employee comes in for the exit interview.

A number of things may happen during the interview. The employee's experience with the company and his reactions to it will be reviewed. He will be asked for any suggestions. He may be reminded of company benefits to which he is entitled. He may receive vocational guidance and job referral, if he desires these services. He will be given his final salary

check. Above all else, he will be given the opportunity to tell his story. In general, the exit interview provides the opportunity for the individual and the company to pick up loose ends, come to an understanding, and part on friendly terms.

About 80 per cent of all terminators leave of their own initiative. They leave for many reasons: to get married, to have a baby, to move, for a better job elsewhere, to return to school. A large majority of the company's employees are young women. The company expects a fairly high turnover among them. With this group, the exit interview may be a fairly routine matter, but reactions are always discussed and suggestions solicited.

GETTING AT THE REASONS

Such questions as these are in the minds of the interviewers as they talk with anyone who is leaving: Why is he really leaving? Was he suited to this kind of job? Are other companies paying more than we are for the same type of work? Are some of our supervisors losing more workers than they should? If so, why? Could some of our methods be improved? How are our working conditions? What could we do to improve employee morale?

It will be noted that nothing has been said about trying to hold on to workers. In some companies, efforts are made during exit interviews to persuade workers to change their minds about leaving. Attempts are made to patch up differences or to arrange a transfer to another department. Interviewers at American Mutual report little success with either of these plans. "If an employee has made up his mind to leave," one explained, "we seldom try to dissuade him. It just doesn't work—at least not for us, unless of

course he is moving to another city where we have an office. Then we mention the possibilities of a job there. He may not have thought of that."

A few sad experiences with "salvaging" workers quickly pointed up the fact that the time to resolve problems is long before they become critical. Knowing and caring how employees feel about their working situation and making any possible adjustments should be done before they decide to leave.

The case of "Hazel" is a good illustration of what can happen if there is no communication between workers and supervisors. Here is the interviewer's report.

When Hazel came in to see me she was upset and wanted someone to talk with. I found that she had taken a vacation on purpose to go job hunting, had accepted a position, and was about to write her letter of resignation—she never wanted to go back to her department again. Among other things, she felt guilty about not giving the specified amount of notice and hoped we wouldn't blame her too much. We talked about what had happened and how she felt about her experience in the company.

Hazel came to work with us some eight years ago, and I came to know her fairly well through numerous conferences with her during her early years of employment with us. She had come as an extremely shy, uncertain and nervous person of about thirty-five who felt very insecure about returning to business after several years of illness. She had been a secretary in a position of responsibility but she felt out of touch with working. She had welcomed the chance to take on a fairly simple assignment which would give her a chance to regain her self-assurance and re-establish herself. During those early years with the company she had been happy and felt rewarded by promotion to more complex work. Then, it seemed, she began to feel

(Continued on page 371)

How Long Do College Recruits Stay in a Job?

Although more companies than ever before are seeking more college graduates than ever before, some companies have questioned the soundness of college recruitment. They argue that the college graduate is immature, that he knows little about business and less about what he can contribute to it, and that as a result he probably would not remain long in his first job after school.

Other companies argue for the opposite viewpoint. Cornell University has come up with some fresh evidence on this controversy. Sixty companies told the university that they had recruited 352 Cornell graduates during the past five years, 1947 to 1951. Of this number, 302 or 86% are still employed by the companies originally hiring them. Thirty-six companies, recruiting Cornell seniors for ten years, reported that 255 of 328 of the men (78%) are still with them. (Cornell points out that its study does not show the number of seniors recruited each year by the reporting companies. The 1951 graduates, of course, have only been "exposed" to turnover for one year.)

If the Cornell findings are typical, the college graduate would seem to be a highly stable employee. A similar observation was noted in a recent Conference Board report, "College Graduates in Industry," published in 1948.

Fancy Meals Mark Cafeteria Fare

This company's feeding facilities break even—despite menu items like lobster newburg and roast turkey

FOUR YEARS AGO the executive body of Northwest Airlines Inc. reached out and plucked its home office cafeteria from the management of an outside concessionaire, then dropped it on the doorstep of the company's personnel department. And it tossed out a challenge:

"Try operating this source of employee complaint so the food will be good and the employees satisfied. But don't go in the red—you don't have to make a profit, but try at least to break even."

So the personnel department, headed by Linus C. Glotzbach, vice-president and assistant to the president, stepped into the restaurant business.

Now, after four years of operation by the personnel department, the home office cafeteria is so popular that about 350 of the 400 employees working at the headquarters building are regular customers. Many of the remaining fifty bring their lunches and supplement them with something from the cafeteria.

After trying its hand at this home office restaurant business for awhile and acquiring valuable know-how from close daily supervision of the project, the personnel department also became active manager of another company feeding facility. This is the cafeteria located a few miles away at the airlines' overhaul base at Holman Field, St. Paul, where there are 1,400 employees, chiefly mechanical workers. The company finds that the cafeteria is also a smoothly functioning operation. But there is more to it than smooth functioning—there is also economical operation. The personnel department has managed to follow the original directive "at least to break even."

The vice-president in charge of personnel also supervises another important company project in the food field. He is responsible for the type of meals served to passengers on planes flying between New York and Manila. This last operation is done partially through company-operated facilities and partly through a commercial food servicing firm, whereas the two St. Paul cafeterias are day-to-day personally supervised operations.

THE GENERAL OFFICE CAFETERIA

The headquarters building is located on University Avenue in St. Paul, a main thoroughfare which runs from the central business section of St. Paul to Minne-

apolis, its twin city. Business establishments, manufacturing and nonmanufacturing, are located continuously along the avenue. The airlines' business offices are not in an isolated neighborhood. Eating facilities are available, although not of the variety offered in the main business sections of either St. Paul or Minneapolis.

Even vendors with calls to make and mechanics with repair jobs scheduled at the Northwest Airlines home offices try to time their stops near the lunch hour so they will be invited to use the company's cafeteria facilities.

And small wonder. It's difficult to find a thick slice of juicy, top grade aged roast beef, mashed potatoes, vegetable and roll for the 50 cents charged at this cafeteria. Nor is it easy to find turkey with all the trimmings for this same price. Despite such menus, the company breaks even. Some weeks it comes out with a bit of profit—which goes right back into bonus meals like lobster newburg.

What's behind this success story? What makes it possible to have this combine of good food, high patronage, low costs and no losses?

There is no single answer. Instead, there are several reasons for this success story: clever shopping for food and equipment; the right sized staff and proper coordination of duties; daily conferences of at least ten minutes between the chef and the personnel head to sustain interest in menu planning and preparation of food which will satisfy gustatory whims of the patrons; purchase of high quality foods; emphasis on roasts, stews and baked dishes rather than on fried foods; variety of menus and no regular routine in offering menu items; close supervisory attention to even very small details in order to avoid a hit-or-miss run cafeteria; careful buying to avoid overstocking of food with resultant spoilage; and a limited choice of menu items to avoid waste.

The Physical Layout

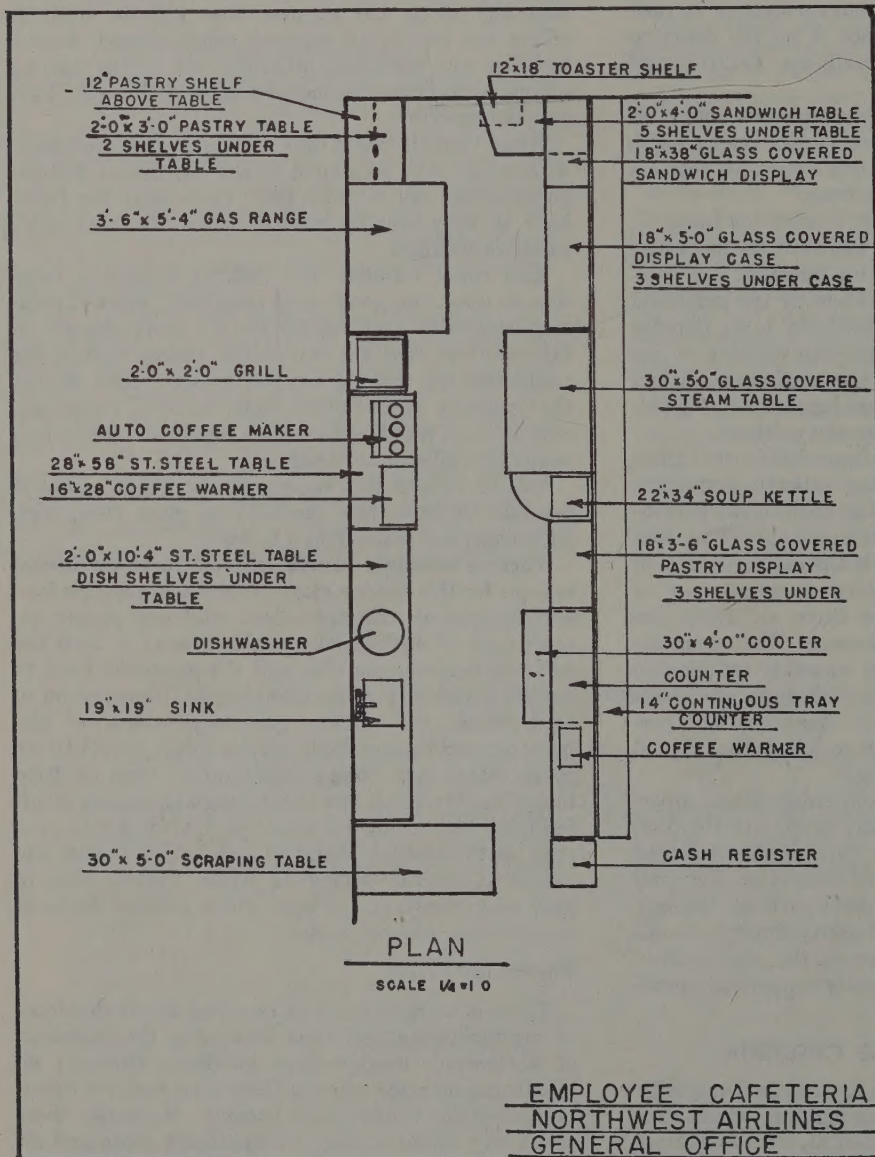
There is nothing fancy or inspiring about the decor of the ninety-seat cafeteria located in the basement of Northwest's headquarters building. There is no breath-taking color scheme; there is no rush for choice tables on the window side because, of course, there aren't any windows. But it is spotlessly clean and air

conditioned. (An alert personnel department representative salvaged an outmoded air conditioning unit from another company location. This unit was turned over to the headquarters building maintenance crew which fixed it up for use in the cafeteria.)

The cooking equipment is not elaborate, and the limited area provided for cooking and serving the food amazes everyone. Separated from the rest of the cafeteria by the eighteen-inch deep-serving counter is the 9 by 27½ foot open area where the chef and his staff prepare and serve the food, wash the dishes, serve the beverages, and take in the money.

In that space meats are roasted, broiled and stewed; pies are baked; vegetables are cooked, and soup is simmered. For keeping soup simmering, the largest size electric roaster available is used. The roaster is placed just inside the serving counter so that it can be used for serving, as well as cooking.

At one end of this cooking area is a small walled-off room with a refrigerator. Salads are prepared here and kept in the refrigerator until ready for use. At the other end is a partitioned-off area where there is an 8 by 6 foot cooler room. This is maintained at a constant temperature of thirty-four degrees and is used



This is the area in the home office cafeteria where foods are cooked and served, where the cashier takes in the money and where soiled dishes are deposited, scraped and then washed in the electric dishwasher.

to store meats (beef is aged here), vegetables and other foodstuff. Just outside the cooler room is a storage area containing a deep freeze unit and shelf

The Personnel

The cafeteria staff is kept to a minimum. There are four women employees and a chef. The chef bakes pastries (all except sweet buns and rolls), cooks the soups, meats and vegetables, serves the meat, supervises the staff, plans the menu and orders the food.

One woman employee makes the salads and helps with serving. Another supervises the beverages and also helps with serving. The third presides over the cash register and the fourth operates an electric dishwasher. This crew also takes care of the mid-morning coffee hour and mid-afternoon snack period when employees come to the cafeteria during their staggered relief periods. Running on this slim margin presents difficulties when anyone is absent. So at such times, someone from another department usually pitches in to help out. The director of employee services, for example, gives the cafeteria a lot of personal attention and does everything from purchasing supplies to substituting in a pinch at the cash register or at the chef's post.

The Food

Quality of food never suffers from watching costs or searching for time-saving methods. For example, no commercial fillers are used in the soups or pies. Popularity of the soups shows the worth-whileness of the effort put into making them healthy and tasty food fare. Fresh milk or meat stock made from the high quality meat used for the steaks and roasts and stews forms the bases for these soups which sometime simmer all night in the electric roaster.

Only the best quality meats are purchased. When hash is a menu item, it is made from scraps of this high quality meat. The company's meat supplier has taken on a line of special, higher-priced sausages to satisfy the desires of this discriminating customer. Only recognized high grade brand canned foods stock the storage shelves.

Even salad dressings are "home-made." Some days, chunks of Roquefort cheese are found in the tasty vinegar and oil dressing.

Just as much loving respect is accorded to the lowly baked bean as is given to a T-bone steak, even though the baked-bean dish is a money saver. To assure their tastiness and popularity, the beans are cooked for two days, and with every pound of dry beans, three-quarters of a pound of salt pork is used.

The chef goes into the country to buy eggs. And the assurance of getting the eggs fresh is just as important a reason for this country shopping as the factor of less cost.

There is even a bit of the continental introduced

into the cooking. Aromatic scents of wines mingle with other cooking odors on the days that lobster newburg, a la king dishes and special gravies dress up the cafeteria menu.

Sometimes there are specialties such as a thirty-pound Anchorage salmon that is flown in by one of the Northwest Airlines fleet of planes coming from Alaska.

The Coffee

Coffee is a maligned beverage—a source for bitter complaint—at many company and commercial restaurants. Not so at Northwest Airlines. Considerable attention has been given to preparing coffee for the company's two cafeterias. A special blend, provided by a local manufacturer of foodstuff, was developed after extensive research relating to water analysis and kind of coffee-making equipment in use. To assure continued good coffee, the coffee beans are ground fresh twice each week and special cleaning compounds are used periodically to sterilize and clean the equipment for brewing the coffee.

The Menu

A 50-cent special and a 45-cent special are menu items almost every day. The top meal may feature turkey, chicken, tenderloin steak, prime ribs of beef, pork chops or the like. Sometimes when there is an extra special 50-cent feature such as turkey, there may be a variation in the menu by eliminating the 45-cent item and offering, instead, something like chili con carne for 30 cents. Dessert is not included in the 50-cent and 45-cent specials.

A special may sometimes cost more than it sells for, but this is chalked up as a bonus meal and is evened up at some other time by a 45-cent money saver like baked beans or spaghetti. Other types of 45-cent meals are cold plates of meat or fish and sandwich plate combinations.

Sandwiches are available but they are not featured. The reason for this is to encourage employees to eat more nourishing noontime meals.

Sandwich prices are 30 cents for ham, 20 cents for chicken loaf, 20 cents for bologna, 25 cents for ham salad. Although these are cheaper than they would be at most commercial restaurants, the cafeteria management freely admits they could be sold for still less and make a profit. But since the aim is to encourage employees to eat more nourishing meals, sandwich prices are purposely kept at this level.

Some workers bring in their own sandwiches and eat them in the cafeteria, supplementing their lunch with soup and a beverage. Salads are usually 15 cents; pie, cake and pudding, 10 cents; butter, 1 cent a square; coffee, 6 cents; tea, 5 cents; milk, 8 cents; orange juice, 15, 10 and 5 cents.

(Continued on page 364)

Pay to Bearer—One Turkey

HANDING out turkeys at Thanksgiving or Christmas time can present problems. Suppose a company wants to give a bird weighing ten pounds to each employee. It's pretty hard to find several hundred birds of exactly that size. Turkeys, in growing, just don't cooperate. When dressed, some of the fowls are a few ounces under, some over.

Employees with big families may need a turkey of grander proportions to serve adequate helpings all round. The company gift must be supplemented, and somehow in this case two are not better than one. A big bird and a little bird aren't as impressive on the festive board as one king-size specimen.

Some personnel departments find handling and distribution of fowls quite a chore. Those held for absent employees, for instances, must be kept under refrigera-

tion, or special efforts made for their delivery at the employees' homes.

An ingenious solution is suggested through the use of turkey checks, such as the one illustrated. McCormick and Company doesn't use the check for all of its employees. It distributes turkeys to the largest proportion of its workers each year. Checks are used only in the case of salesmen, employees in the branch offices, and wives of employees who are in the armed forces. The draft pays for twelve dollars worth of turkey obtained from the recipient's own grocer. The idea, however, is one that obviously could be used in company presentations of turkey generally. Everyone would get exactly the same amount of holiday fare and, if a recipient liked, he could apply the company gift toward the cost of a more expensive bird.

... THANKSGIVING 1951 ...

This year again we are happy to be able to share part of the traditional American Thanksgiving with you. In Baltimore, San Francisco, and Memphis, turkeys weighing from 13 to 14 lbs., dressed and drawn, are distributed on the Tuesday before Thanksgiving.

Obviously, this is impractical in the case of salesmen, branch offices, and the wives of our men in the Armed Forces. So, for those of you who cannot receive a turkey in person, we have prepared this draft which will enable you to purchase one locally, at company expense, from your own retail grocer.

Fill in the lower part of this form (in the same manner as you would your own check) with the name of your grocer and the amount in dollars and cents of the cost of the turkey—not to exceed \$12.00. When you have signed this draft, it may be deposited by the grocer in his bank just as he would deposit an ordinary check.

We hope that you and your family enjoy the turkey and the holiday. We join in giving thanks for the privilege of working together. To the wives of our men in the Armed Forces we add our sincere wish that your family may soon be reunited.

Cordially,

McCormick & Co.
In behalf of the Three Boards

Valid until
Dec. 31, 1951

McCORMICK & COMPANY, INC.

7-11
520

Draft No. TD _____

Baltimore 2, Md. _____

Pay to the
order of _____

\$ _____
NOT GOOD OVER \$12.00

Good for one turkey -- NOT to exceed TWELVE DOLLARS

TO: CASHIER, McCormick & Company, Inc.
(Payable through)

THE FIRST NATIONAL BANK
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McCormick and Company plans to distribute turkey checks this year similar to the one shown above, which was presented to employees last year. The upper half—a greeting and explanation—is detachable from the lower half, which is the draft.

Wage Adjustments — First Half of '52

THE MOST COMMON wage adjustment granted in the first half of 1952 was a straight money increase of a nickel an hour—according to an analysis of over 600 wage settlements covering 1.2 million employees. This analysis, compiled from press reports by THE CONFERENCE BOARD during the first six months of the year, shows that straight money grants outnumbered the money-and-benefits combination by two to one. Fringe benefit settlements without money increases were seldom noted.

Cost of living adjustments were included in this tabulation along with all other settlements reported by the press. The fact that many of these contracts provided for quarterly adjustments was reflected in the rather large number of relatively small increases. But many of the companies that granted smaller adjustments may have given more than one increase during the period covered.

ANALYSIS BY UNION AFFILIATION

Half the adjustments involved AFL unions. The International Association of Machinists took the lead in the number and size of settlements made. A number of these increases amounted to 8 cents or more. The International Chemical Workers settled in a number of cases for 7 cents. Other unions receiving a number of increases were the American Federation of Grain Millers, International Brotherhood of Pulp, Sulphite and Paper Mill Workers.

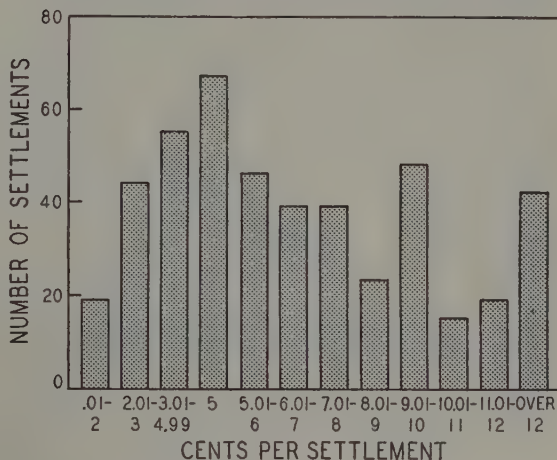
Among the CIO unions getting wage increases were the United Auto Workers, United Gas, Coke and Chemical Workers, and the Textile Workers. However, no pattern was apparent in these settlements.

Where fringe benefits alone were granted, group insurance plans continued to be mildly popular. About four out of every five contracts providing for fringe benefits include some form of group insurance. Pension plans also were popular, appearing in about half of the fringe benefits reported. Holiday and paid vacation benefits appear to be more frequent.

WAGE ADJUSTMENTS BY INDUSTRY

There were a comparatively large number of increases in the paper and pulp industry. For the most part, these settlements were for 3 and 4 cents. Chemical companies reported increases amounting to 7 cents or more in a number of instances. Food companies also reported increases of 5 cents and up—three of them as high as 11 cents an hour.

Hourly Wage Increases, January—June, 1952



Source: THE CONFERENCE BOARD

The regular monthly compilation of wage settlements for the period July 15 to August 15 includes sixty-five agreements. Beginning with this issue, cost of living adjustments based on escalator clauses will henceforth be excluded. Only when they are originally provided for will they be reported. Ordinarily, these escalator agreements provide for quarterly adjustments and their inclusion in any tabulation which also includes annual wage contract changes may give a mistaken impression of the magnitude of the money settlements granted over the year.

Two significant wage adjustments are:

Curtiss-Wright Corporation at Wood-Ridge, New Jersey, granted a 14 cents an hour increase to 12,500 members of the United Automobile Workers, CIO. Hospitalization benefits were increased from \$8 to \$10 a day, and therapeutic benefits were increased from \$80 to \$100. The next wage reopening is 10-1-52. This has been approved by the WSB.

Exide Batteries granted 4 cents an hour increase to general workers and 4 cents an hour increase to skilled workers. This covers 2,100 members of the IUE-CIO. Two days' leave for death in one's immediate family and noncontributory Blue Cross and Blue Shield medical and surgical plans are also included in the new contract. This settlement is subject to WSB approval.

MICHAEL GASSTER
Statistical Division

Table I: Wage Increases by Industry, 528 Settlements, January-July 1952

Industry	Total Settlements	Reported to Need WSB Approval	Hourly Increases in Cents											Percentage Increases										No Wage Change
			.01-2	2.01-3	3.01-4.99	5	5.01-6	6.01-7	7.01-8	8.01-9	9.01-10	10.01-11	11.01-12	Over 12	.01-2	2.01-3	3.01-4	4.01-5	5.01-6	6.01-7	7.01-8	8.01-9	9.01-10	
Apparel.....	4				1	1												1						1
Chemicals.....	56	20	2	2	6	5	3	4	7	3	11	1	3	5			1		1	2				
Clubs and restaurants.....	4						1	1	1									1						
Communications.....	3	2							1	1				1										
Electrical machinery.....	30	12	2		3	1	4	6	4	3	4		1	1		1								
Fabricated metal.....	17	4		1	5	1	2	3	1	2	1	1												
Food.....	66	24	4	1	9	10	14	5	3	7	5	5		3										
Furniture and fixtures.....	6	2		2				1	1															
Leather.....	3						3																	
Lumber.....	5	1	1	2		1			1															
Machinery—except electrical.....	40	18	1	3	5	9	2	4	2	1	5		3	4									1	
Ordnance and accessories.....	4	1				1								2										
Paper.....	69	13	3	17	3	6	5	3	3		4		1	1	3	10		3	1					2
Petroleum.....	24	5	1	1	2	1				1	6	1	2	2			2	5						1
Primary metals.....	39	10		6	3	4	3	3	6	1	3	1	1	4		2	1						1	
Printing and publishing.....	5	1						2						3										
Professional scientific and controlling instruments.....	4	1			1			1	1				1											
Public utilities.....	20	7		2		3	2	2	1		3	1	1	3					1	1				
Retail trade.....	16	1				11	1				1	1		1			1	1						
Rubber.....	5	4				1					1	1		2										
Stone, clay and glass.....	15	5	1	2	3	1	1	1		1	2							1		1			1	
Textiles.....	26	6	1	1	5	4	1		1	1		1						2	1			1		6
Tobacco.....	2	2												1				1						
Transportation.....	6	3				1								4				1						
Transportation equipment.....	26	7	3	4	1		1			1		2	7	4				1		1	1			
Trucking and warehousing.....	2						1						1											
Miscellaneous—non-mfg.....	15	2				2		1	3	1	1			1			1	1				3		1
Miscellaneous—mfg.....	16	3		2		5		4	1		1	1						1	1					
TOTAL.....	528	154	19	44	54	68	46	39	39	23	48	15	19	42	3	11	7	19	7	6	1	4	3	11

Source: THE CONFERENCE BOARD

Table 2: Salary Increases by Industry, 119 Settlements, January-July 1952

Industry	Total Settlements	Reported to Need WSB Approval	Hourly Increases in Cents											Percentage Increases											No Wage Change
			2.01-3	3.01-4	4.01-5	5.01-6	6.01-7	7.01-8	8.01-9	9.01-10	10.01-11	11.01-12	Over 12	.01-2	2.01-3	3.01-4	4.01-5	5.01-6	6.01-7	7.01-8	9.01-10	11.01-12			
Apparel.....	2				1												1								
Chemicals.....	10	2		1	4		1	1		2								1							
Clubs and restaurants.....	2							1									1								
Communications.....	1																				1				
Electrical machinery.....	13	3		2		1		1		2			1		2	2			1		1				
Fabricated metals.....	5	1	1		1	1	1						1												
Food.....	1					1																			
Furniture and fixtures.....	1									1											1				
Leather.....	1					1																			
Machinery—except electrical.....	7	2					1		1				1			2		1					1		
Paper.....	9	1	1	1	1									2	2		1	1							
Petroleum.....	9	1				1						1		1		3	3								
Primary metals.....	8					1	1	1	1				1			2									
Printing and publishing.....	7				1	1				1			3					1							
Professional, scientific and controlling instruments.....	1																				1				
Public utilities.....	10	4	2		1							1	2			1	1	1		1					
Retail trade.....	1																1								
Stone, clay and glass.....	1																								
Textile mill products.....	7		1	1								1									2				
Transportation.....	3								1	1			1												
Transportation equipment.....	15	4	1	1			1				1	2	1	3		1	1		1	2					
Miscellaneous—non-manufacturing.....	2										1					1									
Miscellaneous—manufacturing.....	3																1	1							
TOTAL.....	119	18	6	6	9	7	4	6	4	7	5	2	14	2	5	12	11	5	2	3	5	1	3		

Source: THE CONFERENCE BOARD

Table 3: Wage Increases by Unions, 528 Settlements, January-July 1952

Union	Total Settlements	Reported to Need WSB Approval	Hourly Increases in Cents												Percentage Increases										No Wage Change
AFL			.01-2	2.01-3	3.01-4.99	5	5.01-6	6.01-7	7.01-8	8.01-9	9.01-10	10.01-11	11.01-12	Over 12	.01-2	2.01-3	3.01-4	4.01-5	5.01-6	6.01-7	7.01-8	8.01-9	9.01-10		
Automobile Workers (UAW).....	3					1	1						1												
Bakery and Confectionery Workers.....	2								1	1															
Blacksmiths.....	7	1		3	1	2	1																		
Building Service Employees.....	5	1			1				3									1							
Carpenters and Joiners.....	2			1														1							
Chemical Workers.....	27	8	1	2	3	2	2	2	1	1	5	2	2	2						1			1		
Electrical Workers (IBEW).....	13	4	2	1	1	1	1	1					1	1					1	1					
Federal Labor Unions.....	5	4		1		1	1												1						
Firemen and Oilers.....	9	1	1	1	2	1		1		1	1								1						
Garment Workers, ILGWU.....	4	2			1	1												1						1	
Grain Millers.....	24	10	2		7	5	6	3				1													
Hatters, Cap and Millinery Workers.....	2				1	1																			
Hosiery Workers.....	2																								
Machinists.....	37	12		1	1	2	2	2	5	4	4	1	8	4			1	1		1				2	
Meat Cutters and Butcher Workmen.....	8	1	1			1	3	1	1								1								
Metal Polishers.....	2			1					1																
Molders and Foundry Workers.....	2				1	1																			
Office Employees.....	13	1				3	3		1		1			2				1	1				1		
Operating Engineers.....	2												1												
Papermakers.....	13	3	1	4	2												4								
Plumbers and Steamfitters.....	2	1										1	1						2						
Printing Pressmen.....	3													1			2								
Pulp, Sulphite and Paper Mill Workers.....	22	5	1	8	3	2	3		1		1						2		1						
Retail Clerks.....	2					2											2								
Street, Electric Railway and Motor Coach Employees.....	4	1											1	2					1						
Teamsters.....	11	3				1	2	2		1	1	1		1					2						
Textile Workers (UTWA).....	3	1	1			1			1																
Upholsterers.....	2					2																			
Other AFL.....	9	1		1	1			1			2			1			1	1							
TOTAL AFL.....	240	60	10	24	25	30	25	13	15	8	18	6	14	15	0	9	2	14	2	4	0	1	2	3	
CIO																									
Automobile Workers (UAW).....	34	16	4	6	6	1	3	2	3	3		2	2	1			1								
Brewery Workers.....	9	5	1			1	1		1		1	1		3											
Clothing Workers, Amalgamated.....	3					3																			
Communications Workers.....	3	2							1	1				1											
Electrical Workers (IUE).....	18	9		1	3	1	3	4	2	2	1		1												
Gas, Coke and Chemical Workers.....	30	10		2	2	1	3	2	5	8				2			1	1	2	1					
Furniture Workers.....	4			1															2	1					
Oil Workers.....	2	2												2											
Packinghouse Workers.....	2						1				1														
Paperworkers.....	30	2		7	2	4	3	3	3		2			1	3	1								1	
Playthings, Jewelry & Novelty Workers	3	1		1		1								1											
Rubber Workers.....	4	2			1							1		2											
Steelworkers.....	8	2			1	3					1			3											
Textile Workers.....	22	10			3	7		1			2	1	1	1			1					1		4	
Transport Workers.....	4	1									1			1											
Utility Workers.....	5	1				1	1	1				1		1			1	1							
Woodworkers.....	4	1	1	1					1															1	
Other CIO.....	4					1	1			1				1											
TOTAL CIO.....	189	64	6	16	19	25	14	14	13	12	17	6	4	20	3	1	3	3	4	2	0	1	0	6	
Independent																									
Distributing, Processing and Office Workers.....	8	3			1	1	1			2		1	1											1	
Electrical Workers (UE).....	12	7			1	1		5			3	1				1									
Longshoremen and Warehousemen.....	8	1		1	2		1				2			2											
Mine, Mill and Smelter Workers.....	23	9			1	1	4	9		5	1			2											
Mine Workers, Dist. 50.....	22	6	1	1	3	5	2	2	2		3							1	1			1			
Railroad Trainmen.....	4	2				1				1				2											
Other independent.....	7			1	1									1			2				1			1	
TOTAL INDEPENDENT.....	84	23	1	3	8	9	5	11	11	3	13	3	1	7	0	1	2	1	1	0	1	1	0	2	
No union.....	8	2	1	1	2	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	0	
Union not stated.....	7	0	1	0	1	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL.....	528	154	19	44	55	67	46	39	39	23	48	15	19	42	3	11	7	19	7	6	1	4	3	11	

Source: THE CONFERENCE BOARD

AFL vs. CIO Textile Fight—A Survey

AS THE SMOKE clears away from the explosive battle between the AFL and CIO textile unions, a Conference Board survey of forty-three companies with contracts with ninety-eight TWUA locals covering 107,000 employees shows:

- In the South: 21,000 workers in nine locals have voted in union meetings to disaffiliate from the CIO and join the United Textile Workers of America, AFL. Almost half of the UTWA-AFL gain is accounted for by the 10,000 employees of the Dan River Mills.
- In the North: 6,000 workers in four locals favor switching to UTWA-AFL. (See Table 1.)

The total of 27,000 employees who so far have voted to switch affiliation falls short of early claims of 100,000 by the Baldanzi forces and the UTWA-AFL. But this limited sample indicates that total UTWA-AFL gains may exceed the figure of 25,000 which TWUA-CIO President Emil Rieve said would be the outside limit of any defections from his union. Whether all 27,000 will officially go AFL is still to be determined by NLRB elections.

In thirteen cases, the CIO vs. AFL textile dispute is being submitted to NLRB elections. Of the thirteen, ten were submitted by the AFL union, one by the CIO union and two by the employers. Eleven of the thirteen cases coming up for NLRB elections involve locals disaffiliating from the CIO union and joining the AFL. (See Table 2.)

The secession movement was touched off by the defeat of George Baldanzi for the presidency of the CIO Textile Workers and his subsequent appointment as organizational director of the AFL Textile Workers. While executive vice-president of the CIO Textile Workers, Mr. Baldanzi led the opposition to Emil Rieve's leadership. In the CIO union's 1950 convention, Mr. Rieve unsuccessfully attempted to purge Mr. Baldanzi from his post of executive vice-president.

The bitter intra-union strife of the next two years culminated in the defeat of the Baldanzi forces for all offices by a 1,200 to 700 vote at the union's 1952 convention.

This was followed by the discharge by Mr. Rieve of a number of Baldanzi supporters from their union posts and the subsequent hiring of a number of these discharged union officials by Mr. Baldanzi as organizers for the rival AFL United Textile Workers union. At the announcement of his appointment as head of organizing for the AFL union, Mr. Baldanzi

claimed he would bring a major segment of the CIO's union membership with him. The survey reveals that, outside the South, he has failed to do this.

For those employers whose workers have switched affiliation to the AFL or who contemplate doing so, the AFL-CIO fight has brought complications in the enforcement of checkoff provisions of existing contracts. Carrying out the union security, superseniority and grievance procedure sections have also proved troublesome to some companies.

CIO STILL GETS MONEY

In seven of the thirteen plants in which the local unions have switched affiliation to the AFL, the employers are still checking off dues and sending the money to the CIO Textile Workers in conformity with their contracts with that union. Only three employers with disaffiliating local unions have chosen to hold in escrow dues checked off under their TWUA-CIO contracts. The remaining three have let their TWUA-CIO contracts lapse and consequently are not checking off dues. In eight southern plants and one New England plant, however, workers have either cancelled their TWUA-CIO checkoff authorizations, or requested that they be switched over to the AFL union.

UNION SECURITY UNENFORCED

Only two companies report trouble in enforcing their union security clauses. One has a union shop clause in its TWUA-CIO contract. It has decided that while there is question about which union represents the workers it will use this system: present employees must maintain their union membership, but new workers shall not be required to join the union or have their dues checked off. The second company, which is operating at 10% of capacity, has terminated its contract because of the unsettled question of representation.

Only one employer reports difficulty in administering the superseniority section of his contract. He says the national office of the CIO Textile Workers stepped in and replaced the entire slate of local union officials with new officials. Now both groups claim the superseniority given in the contract.

GRIEVANCE HANDLING A TROUBLE SPOT

Grievance handling has become a headache for some companies because of the AFL-CIO fight. One company in the Middle Atlantic states, for example, has set up a temporary procedure under which an em-

ployee designates in writing at each grievance step whom he wants to represent him—the CIO union, the AFL union or any other representative of his choosing. Four steps, including arbitration, constitute this procedure. Time limits set in the TWUA-CIO union contract for each step remain in effect.

A New England employer, whose local union voted to affiliate with the UTWA-AFL, has solved this problem in another way. This company continues to process grievances in accordance with the procedure set up in its TWUA-CIO contract up to the fourth step at which point the international union ordinarily would be called in. When the grievance reaches this step in the procedure, the company and the local union bypass it and carry the grievance directly to a fifth step—arbitration. At all steps in the procedure, the employees may choose to be represented by the local

union officials who have presented their grievances in the past, or they may appear themselves, or they may choose any other individual or organization to represent them.

Another employer whose plant is located in the Middle Atlantic states reports that because of the CIO-AFL fight "it is very hard to determine whether grievances brought up by the union are based upon fact or whether they are flavored with the political aspiration of one side or the other." He reports that he finds great difficulty in reaching agreement with the union leaders he deals with because "the leadership does not wish to be the scapegoat if the rank and file or any portion of it is not in full sympathy with the agreement reached."

A southern company reports difficulty in settling grievances as promptly as possible because it has "a union with which the workers are not dealing." The company's industrial relations official writes: "We have had the problem of deciding whether to announce that workers exercising their Taft-Hartley Act right of processing their own grievances can bring them all the way to the top, or whether we should stick entirely by our union contract. The legal advice on this subject has been conflicting, but we have decided that after the first step we will not follow the contract's grievance procedure unless the CIO Textile Workers Union signs the papers."

UNEXPIRED CONTRACTS CAUSE SQUEEZE

Much of the difficulty experienced by employers stems from the fact that they have unexpired contracts with the CIO union, while their workers have transferred their allegiance to the rival AFL union. One southern company in this predicament has contracts with six disaffiliated local unions. It feels its best position is to "sit tight without making any comments in either direction until the two factions have clarified their standing by future elections. In the meantime, we are still abiding strictly by our contracts, which are with the TWUA-CIO, and using every means to avoid being drawn into the affray."

For those companies whose contracts have terminated, the major problem is deciding which union to enter new negotiations with. The position taken by one southern company was "... since we had no contract, and since it was a legitimate question as to which union represented our employees, we did not recognize either one as the collective bargaining representative." Consequently the company is not bargaining with either union.

Another employer in the same boat has asked the NLRB to hold an election to determine which union he should deal with. He has found that TWUA-CIO officials have "used every device possible to delay settlement of the representation question. They have refused consent election opportunities upon three sep-

Table 1: Position of Local Unions in TWUA-CIO vs. UTWA-AFL Fight

	Total	New England	South	Middle Atlantic	Midwest	West
Total number of locals	98	25	23	24	19	7
Local union voted to affiliate with UTWA-AFL	13	1	9	3	0	0
Majority favor TWUA-CIO	75	20	14 ^b	16	18	7
Don't know	10	4 ^a	0	5	1	0

a. In one case an NLRB hearing is to be held.

b. One local went AFL and then back to CIO.

Table 2: Who Is Submitting the AFL vs. CIO Fight to a New NLRB Representation Vote

	Total	New England	South	Middle Atlantic	Midwest	West
Total number of locals	98	25	23	24	19	7
Not being submitted to NLRB	78	22	12	21	16	7
NLRB election requested	13	2	8	3	0	0
By whom requested						
AFL Textile Workers	10	2	8	0	0	0
CIO Textile Workers	1	0	0	1	0	0
Employer	2	0	0	2	0	0
No Answer	7	1 ^a	3 ^b	0	3	0

a. Considered pro-Rieve local.

b. One company expects dispute to be submitted to NLRB election.

One local went AFL and back to CIO.

One considered pro-Rieve local.

Table 3: What Is Happening in Thirteen Textile Plants Where Locals Favor Disaffiliating from CIO

	Area	Number of Workers	Employer's Position	NLRB Status	Status of TWUA Contract	Union Security Clause	Checkoff	Superseniority
Plant 1	South	300	Abide by contract	Election requested by UTWA-AFL	Expires Dec. 1952	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 2	South	5,300	Let unions take action	Election requested by UTWA-AFL	Expires Oct. 1952	None	Yes—holding money in escrow	In contract, but no trouble
Plant 3	South	300	Abide by contract	Election requested by UTWA-AFL	Expires Oct. 1952	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 4	South	700	Abide by contract	Election requested by UTWA-AFL	Expires Nov. 1952	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 5	South	10,000	Recognize neither union	Not requested as yet	Expired Aug. 1951	No contract in effect so no union security clause	No contract	No contract
Plant 6	South	500	Abide by contract	Election requested by UTWA-AFL	Expires Dec. 1952	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 7	South	1,500	Abide by contract	Not requested but company expects request when negotiations begin	Expires Nov. 1952	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 8	South	3,000	Abide by contract	Election requested by UTWA-AFL	Expires May 1953	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 9	South	600	Abide by contract	Election requested by UTWA-AFL	Expires Jan. 1953	None	Yes—sending money to CIO Joint Board	Not granted in contract
Plant 10	Mid-Atlantic	1,800	Issue submitted to NLRB	Election requested by employer. Formal hearing held, no decision yet	Expired June 1, 1952	Old members maintain membership. New employees—no membership requirements until issue is settled	Yes—holding money in escrow	In contract, but officers of disaffiliating local will not be recognized until issue settled
Plant 11	Mid-Atlantic	500	Hands off	Election requested by TWUA-CIO	Expires Sept. 30, 1953	Union shop—no trouble	Yes—holding money in escrow	In contract, but no problem
Plant 12	Mid-Atlantic	1,800	Let unions take action but will not recognize either side until question resolved by NLRB	Not requested although company has suggested such action to both unions	Terminated by company in March 1952	No contract—no union security clause (old contract contained union shop clause)	No contract therefore not checking off dues. (Old contract contained checkoff provision)	Company not recognizing any seniority but years of service
Plant 13	New England	2,000	Let unions take action	Election requested by UTWA-AFL	Expired June 1, 1952	Union shop—practice not affected by fight	Yes—no longer checking off dues; holding checkoff funds in escrow	In contract but no problem

arate occasions. They have filed unfair labor practice charges against the company which have been dismissed as without merit. Their latest move has been to request extension of brief filing time from the usual five days after formal hearing to approximately one month."

This company is one of two in the survey which have found it necessary to defer negotiations pending an NLRB election.

BALDANZI SWITCH CLEARS AIR

Not all companies with CIO Textile Worker contracts report difficulty because of the Baldanzi switch to the AFL Textile Workers. Some say that while Baldanzi was carrying on his fight within the CIO Textile Workers Union they felt the internal pressures of fight within the union. Now that Baldanzi has switched to the AFL, they say the lines are more clearly drawn and they find dealing with their local unions much simpler.

One company, for example, writes that its local was "strongly in support of Baldanzi prior to his going AFL. The business manager of the local was an official of TWUA-CIO until the defeat of the Baldanzi slate at Cleveland. During the last two years we have been subjected to an increasing amount of pressure arising from the dispute, since the Rieve forces were anxious to undermine the business manager's local support.

"After the convention, the local made peace with Rieve, and we have not since been directly affected by this dispute." In the same vein, a Rhode Island company says that its area has been divided for the past year by the dispute between the Rieve and the Baldanzi forces, but it now anticipates "no further difficulty."

JAMES J. BAMBRICK, JR.

HERMINE ZAGAT

Division of Personnel Administration

Management Book Shelf

They Went to College: The College Graduate in America Today—A factual book about the characteristics of a sampling of the 6 million college graduates in the American population. More than a thousand degree-granting colleges supplied the names of 17,053 living graduates and 9,064 of these cooperated with the researchers by filling out an extensive questionnaire. Their median age was thirty-seven years.

Much of this book is of direct interest to business organizations, particularly to companies recruiting college graduates. One analysis, for example, compares the earnings after graduation of four types of college students. The results may cause some raised eyebrows among executives.

<i>College Type</i>	<i>Median Earnings</i>
Greasy grinds	\$5,141
All-around students	4,775
Big men on campus	4,648
Those who just sat there	4,300

Some of the material in "They Went to College," particularly the salary figures, is now out of date, having been collected in 1947. *By Ernest Havemann and Patricia Salter West; based on a survey made by Time Magazine and analyzed by the Columbia University Bureau of Applied Social Research; Harcourt, Brace and Company, New York, 1952, \$4.*

Personnel Administration—In the revised edition of this well known textbook, the authors have given more attention to explanation of line responsibility for personnel relations, the need for working with union leaders, the foreman's role in obtaining teamwork and human problems involved in making changes in work assignments. About a

third of the volume is made up of case studies. An extensive bibliography of books and articles on personnel administration is provided. *By Paul Pigors and Charles A. Myers, Second Edition, McGraw-Hill Book Company, Inc., New York, 1951, 614 pp.*

Readings in Personnel Administration—A collection of thoughtful articles on aspects of personnel management written by forty-three authors. Most have appeared in magazines, pamphlets and books published within recent years. The subject matter is related to the general headings used by Pigors and Myers in their book "Personnel Administration." The articles deal with fundamentals of personnel administration rather than specific techniques. *By Paul Pigors and Charles A. Myers, McGraw-Hill Book Company, Inc., New York, 1952, 480 pp.*

Personnel Administration—An up-to-date discussion of techniques and procedures with quantities of illustrations, relating to fundamentals of personnel administration—organization, policy formulation and communication. The author draws upon material developed in the specialized fields that are treated. *By William W. Waite, The Ronald Press Company, New York, 1952. 683 pp. \$7.*

How To Train Supervisors—The conference discussion method as applied to supervisory training is analysed in detail by the author. How to apply this method to specific topics such as discipline, safety, wages and hours is then outlined in considerable detail. *By R. O. Beckman, Harper and Brothers, New York City. 336 pp.*

MACHINISTS TELL THEIR STORY

LEADING OFF with: "The Boss will read this! Will you?" the International Association of Machinists explains that the entire August issue of the *Machinists' Monthly Journal* is the officer's report covering every phase of the union's activities. The ninety-five-page magazine covers:

- The Machinists' membership and dues system;
- Its methods of research, union contract analysis, and worker education;
- Its organizing activity and major bargaining trends and objectives in the railroad, aircraft, air transport, automotive repair, and marine industries;
- Its viewpoint on health, welfare and pension negotiations;
- Complete review of conferences on jurisdictional disputes with the UAW-CIO and AFL.

Membership, Finances, and Organizing Activities

The Machinists claim a membership of 700,000 and a net worth of \$9,339,694.29 as of December 31, 1951. Last year, gross revenue of the Machinists was \$8,186,554.81—almost all of which came from the sale of dues stamps. Among the expenditures that bulk large in the Machinists' budget are general organizing expenses—26.7%; contributions for maintenance of business agencies—11.5%; cost of publishing the Machinists' monthly magazine and the weekly newspaper—10.9%. Strike donations accounted for 3.5% of Machinist national expenditures in 1951.

Revised organizing techniques and literature have had encouraging results, according to the Machinists. Greater election gains are claimed in bargaining units of 350 employees or more. In the past, says the *Journal*, "our record in elections of this size left much to be desired."

Representation in Various Industries

The Machinists' union claims membership in 87% of the major industrial classifications (as given in the Budget Bureau's "Standard Industrial Classification Manual"). In the railroad industry, the Machinist union has units on every class-one railroad in the United States, and all the short lines except a scattered few, according to the report. The union claims to represent 181,000 of the 580,800 persons employed in the aircraft industry—more, they say, than any other union. Chief competitor for bargaining rights in this industry, explains the *Journal*, is the UAW-CIO.

Other competitors include AFL unions and the CIO's Steelworkers and Electrical Workers. In the air transport industry, the Machinists claim to be the leading representative for mechanics and other ground personnel, representing 22,500 employees.

In the automotive-repair industry, IAM has negotiated 2,299 contracts covering 7,787 companies. The IAM sets its membership here at 66,834.

Union Contract Analysis

The Machinists claim more than 11,000 contracts. The agreements division of the Machinists' research department each month receives and analyzes an average of 365 union contracts covering 819 firms. A total of about 6,200 agreements (railroad and government contracts are not included) are analyzed for ninety-one items (see cut). The *Journal* explains:

"Briefly, the objective of the system is to analyze each contract, clause by clause, in order to determine the frequency of a particular type of clause in IAM agreements. By so doing, the need for a complete analysis of the entire agreement is not necessary. This is accomplished by the use of the 'McBee' keysort card. It is an 8 x 10½ inch card with a double row of holes bordering each of the four edges. Each hole (278 of them) represents a clause which is recorded, through code, on the body of the card. For instance, on the body of the card is printed 'Type of Recognition,' of which there are five subsections: (a) closed hiring, (b) union shop, (c) maintenance of membership, (d) preferential hiring, (e) recognition only. If the individual contract being analyzed contains a 'union shop' clause, the comparable hole on the outer edge of the card is punched. If we wish to determine the number of contracts in a particular industry or area that contain 'union shop' clauses, we take all the cards in that industry and, by the rapid method of the McBee system, separate out in a matter of minutes the 'union shop' agreements. Since the keysort cards are filed by industry, it is possible to determine which of our contracts contain a particular type of clause or fringe benefit."

Through the use of its system, the Machinist union is able to prepare survey data for use in negotiations. In negotiating for the forty-hour week in the 1948 railroad case, the *Journal* explains, a tabulation was made of agreements covering 3,385 companies. This survey showed the length of the work week, call-in pay, overtime pay, paid holidays, paid sick leave and vacation provisions.¹

¹ This special officers' report is available at 25 cents a copy from: Mr. L. O. Thomas, Editor, *Machinists' Monthly Journal*, Machinists' Building, Washington 1, D. C.

"Dream" Demands In Meat Packing

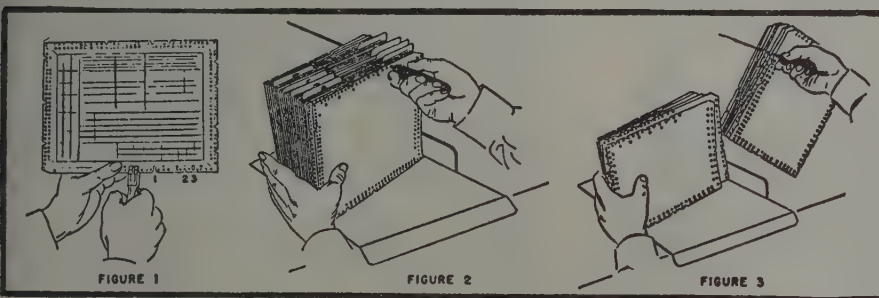
The demand for a 30 cents an hour increase plus assorted fringes put forth by President Ralph Helstein of the CIO's Packinghouse Workers is "dream peddling," says the AFL's Meat Cutter and Butcher Workmen. The union claims that Mr. Helstein knows such an increase is not obtainable. A *Butcher Workman* (AFL Meat Cutters) editorial contends that he will "whoop up" the 30 cent demand—then wait for the AFL Amalgamated to negotiate "a practical understanding with the packers based on common sense and good judgment"—and then tell his members that the "Amalgamated sold you down the river." However, the editorial continues, this time the Amalgamated "may not take him off the

hook. We may let him keep demanding the 30 cents an hour which he knows that he cannot obtain."

IUE-CIO Shapes Package Demands

IUE bargaining demands upon General Electric are topped by a request for a union shop, as well as economic proposals totaling from 20 cents to 30 cents an hour, reports *The IUE-CIO News*. The economic package sought breaks down into the following:

1. A 4.4 cents an hour cost of living increase to cover the period from September, 1951, to June, 1952, plus a later



	NAME OF COMPANY	CITY	STATE	MONTHLY CONTRIBUTION	DATE	INITIALS
CLASS GENERAL	THE INTERNATIONAL CORP.	OHIO	ATLANS			
TERRITORY OF GEN. V. P.	E. PETERSON					
LOCAL LODGE NO.	43	IND. CLASS.	2132			
DATE ENTERED	11/1/47					
EFFECTIVE DATE	11/1/48					
EXPIRATION DATE	11/1/48					
TYPE OF RECOGNITION						
a. Closed shop						
b. Union contract						
c. Maintenance of Membership						
d. Preferential hiring						
e. Recognition only						
CHECK OFF						
a. Company						
b. Individual authorization						
SOLICITATION OF MEMBERSHIP DUES						
a. Prohibited on company time						
b. Permitted on company time						
MANAGEMENT PRIVILEGES LISTED						
BULLETIN BOARD - APPROVAL FOR USE REQUIRED						
GENERAL WAGE PROVISIONS						
a. Time basis for pay other than hourly						
b. Job evaluation & description						
c. Incentive wage system						
d. Piece rates prohibited						
e. Bonus - not part of incentive						
f. Premium pay for dirty or hazardous work						
g. Equal pay for women						
h. Separate wage scale for women						
INDIVIDUAL WAGE ADJUSTMENT						
a. Automatic increase						
b. Merit increase						
c. Joint wage review						
d. Unilateral wage review						
SPECIAL PAY PROVISIONS						
a. Guaranteed salary week						
b. Annual wage						
c. Longevity pay						
d. Severance pay						
e. Pay for non-occupational activities						
MINIMUM REPORTING TIME PAY						
a. 2 hours or less						
b. 3 or 4 hours						
c. More than 4 hours						
PREMIUM RATES FOR HOLIDAYS WORKED						
a. Straight time plus regular day's pay						
b. 1½ plus regular day's pay						
c. 2 or more plus regular day's pay						
NUMBER OF PAID HOLIDAYS NOT WORKED						
a. 11 or more paid holidays No.						
b. 8, 9 or 10 paid holidays No.						
c. 6 or 7 paid holidays No.						
d. 4 or 5 paid holidays No.						
e. Less than 4 paid holidays No.						
VACATION & SICK LEAVE WITH PAY						
a. Pay in lieu of vacation						
b. Vacation pay as % of earnings						
c. Vacation time accumulated						
d. Vacation on separation						
e. Sick leave with pay						
f. Convertible vacation/sick leave						
LENGTH OF PAID VACATION						
a. Prorated						
b. 1 week for 1 year service or less						
c. 2 weeks for 1 year service						
d. 2 weeks for less than 3 years service						
e. 2 weeks for 3 years service or more						
f. 3 weeks or more after specified period						
ARBITRATION PROVISIONS						
a. Type of machinery						
i) Single arbitrator						
ii) Bipartisan board						
b. Cost of arbitration						
i) Borne jointly						
ii) Borne by losing party						
c. Time limit						
i) On selection of arbitrator - No. of days						
ii) On conduct of hearing - No. of days						
iii) On rendering of decision - No. of days						
STRIKES & LOCKOUTS						
a. Ban on strikes & lockouts						
b. Penalties for illegal strikes						
c. Penalties for employer violations						
d. Penalties under various conditions						
SYMPATHETIC STRIKES, BOYCOTTS, ETC.						
a. Deliberate prohibition						
b. Conditional prohibition	</					

The Machinists' system of analyzing union contracts, reprinted from *Machinists' Monthly Journal*, August, 1952.

- increase to cover the period June to September, 1952.
2. A 4 cents an hour productivity increase to match that granted by General Motors.
3. Revision of the GE incentive pay system—to be financed by a fund of approximately 3 cents an hour.
4. Equal pay for equal work for women workers.
5. Establishment of an employment security fund to cover layoffs resulting from defense production.

In sessions with Westinghouse, *The IUE-CIO News* reports that the union is demanding a 15.5 cents an hour increase to cover the cost of living, productivity, and a revised incentive pay plan. Fringes it seeks include two more paid holidays, pay for holidays falling on Saturday by substituting a work day for Saturday holiday, and three days off for death in the family.

Seek Salary Increase for IBEW Officials

Salary increases for officers of the International Brotherhood of Electrical Workers, AFL, are being sought through a referendum vote, reports the *Electrical Workers' Journal*. If approved, IBEW President Tracy's present salary of \$17,000 would be increased to \$21,000. The international secretary's salary would go from \$16,000 to \$20,000; and the

vice-presidents will receive \$13,500 instead of the present \$9,500. The *Journal* explains that the move for salary increases of staff officials was started by locals of the union, some of whom stated, "Our staff members cannot reasonably be expected to service members whose earnings far exceed their own." The *Journal* also states that some AFL unions with smaller memberships pay their presidents more than the IBEW. One with a membership of 200,000 pays its president \$75,000 (the Railway Clerks' George Harrison).

CIO Union Sues AFL Union for Slander

A \$250,000 slander suit has been brought by the CIO's Woodworkers against the AFL Carpenters' union on charges of libelous remarks about the IWA health and welfare insurance program, reports *The Woodworker*. According to the CIO Woodworkers, the AFL union has been attempting to raid Woodworker units. For two years, says the CIO union, it has issued slanderous remarks about the insurance program. But not till recently was there anything in print upon which the CIO Woodworkers claim they could base a court case.

HAROLD STIEGLITZ
Division of Personnel Administration

Trends in

LABOR RELATIONS

Use Contract for Company Message

The inside front cover of the union contract negotiated with TWUA-CIO is used by the American Woolen Company to put across its message to the workers. It is signed by the company president, Francis W. White.

TO OUR EMPLOYEES:

"This new contract between the American Woolen Company and the union is the result of true collective bargaining between the parties, and it has been printed for you by the company. If you on your part and we on our part are determined to make this contract work, we shall all benefit.

"This is a critical time in the operations of the American Woolen Company because our competitive situation has not been good. Lower-cost producers, both in the North and in the South, have been underselling us and getting the business we need to keep our mills running.

"The company and the union both believe that this new contract may be at least a partial solution of our competitive problem. It can help greatly to reduce the competitive differential in costs under which we have been operating if each of you will work with us to help reduce unit costs upon which our selling prices must be based.

"The highest standard of quality that we can produce

at the lowest unit cost possible is needed in today's markets if we are to get for the company, and for you, the large volume of orders that we both want."

Murray Voted \$15,000 a Year Raise

The executive board of the United Steelworkers of America, CIO, voted a \$15,000 yearly salary increase for the union's president, Philip Murray. Since 1948, Mr. Murray's Steelworker salary has been \$25,000 a year. (Although a salary of \$25,000 a year is provided for the position of the CIO president, which he also holds, he collects no salary for this job.)

The executive board also voted salary increases of \$10,000 a year to Vice-President James P. Thimmes, and Secretary-Treasurer David J. McDonald. Each had previously received \$15,000 a year. The thirty-three district directors were voted a \$4,000 a year boost. Their previous annual salary was \$8,000 a year.

The executive board is composed of Philip Murray, James P. Thimmes, David J. McDonald and the thirty-three district directors.

The salary increases voted are awaiting approval of the Salary Stabilization Board.

Productivity Bonus in IAM Contract

A year-end productivity bonus arrangement predicated on the ratio of the value of goods shipped to total payroll is provided by a western company's contract with the International Association of Machinists, AFL. When the ratio of goods shipped to payroll is equal to 4.15 to 1 or more, the employees get a bonus of 2.5% of their yearly earnings. The IAM bonus clause reads:

"If at the end of the calendar year, January 1, 1952, through December 31, 1952, the dollar value of shipments made from the plant is equal to 4.15 (four and fifteen hundredths) times the dollar value of year's payroll to the employees under Supplement A, of this contract, a bonus of 2.5% of the individual's yearly earnings before all taxes and deductions will be paid by the company. No employee with less than nine months' employment time during the bonus year shall participate in the bonus, except that time lost during the bonus year by the employee due to layoff by the company for lack of work. This payment will be made before February 15, 1953.

"If the plant engages in war work which affects shipments during the bonus year, the method of calculating the bonus may be reconsidered at the request of either company or union."

"No Slander" Clause

Special protection from slander of company and union officials is provided by this clause in the Ensign-Bickford Company's contract with the CIO Textile Workers Union:

"The union agrees that it will not publish or circulate any false or misleading remarks about the company, its products, its officers or other personnel, and the company agrees that it will not publish or circulate any false or misleading remarks, about the union, its officers or other members."

Arbitration Clause Includes Mediation

Arbitration and mediation are generally kept separate in union contracts. An oil company's contract with the AFL's Sailors Union of the Pacific, however, mixes the two. It provides that if the employer and union officials cannot agree on choosing an arbitrator, then the matter is referred to the Federal Mediation and Conciliation Service "for mediation and conciliation." Only if the parties cannot get together within forty-eight hours does the service appoint an arbitrator. This clause reads:

"If the union and company representatives cannot agree on selection of a third member within twenty-four hours, the dispute shall immediately be referred to the Federal Mediation and Conciliation Service, for mediation and conciliation, who shall make further efforts to adjust the dispute, and if they fail within forty-eight hours, then

the Director of Federal Mediation and Conciliation and/or the Secretary of Labor shall appoint a referee to hear and decide the issue. His decision shall be in writing and shall be final and binding on both parties to this agreement."

Union Is Party To Picket Disputes

The union, not the employee, is the offender in any dispute over the employee's failure to go through another union picket line, according to a midwestern utility company's contract with the International Brotherhood of Electrical Workers, AFL. This clause reads:

"It is mutually agreed that should a dispute occur between the local union and the company involving the failure of an employee or employees to go through a picket line of another local union, such dispute shall be considered a dispute between Local 160 and the company and not a dispute between such employee or employees and the company.

Returning Servicemen's Pay as a % of Earnings

How a returning serviceman's vacation pay is figured is set forth in the Whirlpool Corporation's contract with the United Electrical Workers. His vacation pay is set as a percentage of his gross earnings.

The clause reads:

"Employees reemployed at the termination of a military leave of absence shall, with June 20 as the determining date for eligibility, receive the amount of vacation bonus figured as follows: Employees with less than three years' seniority will receive 2% of their previous year's gross earnings. Employees with three, but less than five, years of seniority will receive 3% of their previous year's gross earnings. Employees with five or more, but less than fifteen, years of seniority will receive 4% of their previous year's gross earnings. Employees with fifteen or more years of seniority will receive 6% of their previous year's gross earnings."

Special Quitting Time for Handicapped

Anyone who has been at a factory gate at quitting time knows the terrific rush that occurs then. Little imagination is needed to visualize the tremendous disadvantage the handicapped person suffers in the swirl of traffic at such a time. To beat the rush, handicapped persons are permitted to leave work two minutes earlier under this clause in the Republic Aviation Company's contract with the IAM-AFL:

"Employees who have difficulty with locomotion or the use of their arms shall have the privilege of leaving their work stations two minutes prior to the lunch period and two minutes prior to quitting time at the end of the shift."

JAMES J. BAMBRICK, JR.

Division of Personnel Administration

Significant Labor Statistics

Item	Unit	1952							Year Ago	Percentage Change	
		July	June	May	Apr.	Mar.	Feb.	Jan.		Latest Month over Previous Month	Latest Month over Year Ago
Consumers' Price Index ¹											
All items.....	Jan. 1939=100	182.3	180.8	180.6	r 179.9	178.2	177.7	180.3	176.4	+0.8	+3.8
Food.....	Jan. 1939=100	243.2	i 240.5	i 240.1	237.8	h 234.4	f 233.9	240.3	232.9	+1.1	+4.4
Housing.....	Jan. 1939=100	126.1	r 124.9	r 124.9	r 124.7	124.5	124.5	124.5	121.3	+1.0	+4.0
Clothing.....	Jan. 1939=100	150.7	r 151.0	151.7	152.1	152.3	152.7	153.7	154.8	-0.2	-2.6
Men's.....	Jan. 1939=100	168.2	r 168.4	169.0	169.6	169.9	170.2	171.2	172.7	-0.1	-2.6
Women's.....	Jan. 1939=100	135.9	136.2	137.1	137.3	137.4	137.9	138.8	139.7	-0.2	-2.7
Fuels.....	Jan. 1939=100	134.9	r 133.9	133.4	135.9	135.9	135.8	135.9	133.8	+0.7	+0.8
Electricity.....	Jan. 1939=100	91.4	r 91.4	r 91.4	r 91.3	91.1	91.1	91.2	90.8	0	+0.7
Gas.....	Jan. 1939=100	102.7	102.9	102.9	103.1	102.7	102.1	102.1	101.5	-0.2	+1.2
Housefurnishings.....	Jan. 1939=100	164.8	r 165.6	r 166.1	167.5	167.5	168.7	169.1	173.4	-0.5	-5.0
Sundries.....	Jan. 1939=100	172.5	171.1	170.7	170.4	168.2	166.9	168.1	164.3	+0.8	+5.0
Purchasing value of the dollar.....	Jan. 1939 dollars	54.9	55.3	55.4	55.6	56.1	56.3	55.5	56.7	-0.7	-3.2
All items (BLS).....	1935-1939=100	a 192.4	a 191.1	a 190.4	a 189.6	a 188.4	a 188.3	a 190.2	a 185.8	+0.7	+3.6
Employment Status ²											
Civilian labor force.....	thousands	64,176	64,390	62,778	61,744	61,518	61,838	61,780	64,382	-0.3	-0.3
Employed.....	thousands	62,234	62,572	61,176	60,132	59,714	59,752	59,726	62,526	-0.5	-0.5
Agriculture.....	thousands	7,598	8,170	6,960	6,412	6,012	6,064	6,186	7,908	-7.0	-3.9
Nonagricultural industries.....	thousands	54,636	54,402	54,216	53,720	53,702	53,688	53,540	54,618	+0.4	g
Unemployed.....	thousands	1,942	1,818	1,602	1,612	1,804	2,086	2,054	1,856	+6.8	+4.6
Wage Earners ³											
Employees in nonagricultural establishments.....	thousands	p 45,941	r 46,378	r 46,355	r 46,299	r 46,001	45,899	45,913	46,432	-0.9	-1.1
Manufacturing.....	thousands	p 15,104	r 15,487	r 15,680	r 15,795	r 15,869	15,859	15,776	15,813	-2.5	-4.5
Mining.....	thousands	p 790	r 827	r 893	r 896	r 904	902	909	906	-4.5	-12.3
Construction.....	thousands	p 2,729	r 2,663	r 2,520	2,416	r 2,296	2,308	2,316	2,754	+2.5	-0.9
Transportation and public utilities.....	thousands	p 4,124	r 4,163	r 4,134	4,096	r 4,118	4,111	4,103	4,176	-0.9	-1.2
Trade.....	thousands	p 9,781	r 9,836	r 9,773	9,845	r 9,668	9,643	9,720	9,667	-0.6	+1.2
Finance.....	thousands	p 1,996	1,978	r 1,958	1,952	r 1,937	1,919	1,909	1,908	+0.9	+4.6
Service.....	thousands	p 4,859	4,839	4,795	4,748	r 4,681	4,667	4,671	4,852	+0.4	+0.1
Government.....	thousands	p 6,558	6,585	6,602	6,551	6,528	6,490	6,509	6,356	-0.4	+3.2
Production and related workers in manufacturing.....	thousands	p 12,004	r 12,393	r 12,606	r 12,733	r 12,815	12,820	12,766	12,885	-3.1	-6.8
Durable.....	thousands	p 6,514	r 6,947	r 7,280	r 7,329	r 7,316	7,306	7,264	7,226	-6.2	-9.9
Nondurable.....	thousands	p 5,490	r 5,446	r 5,326	r 5,404	r 5,499	5,514	5,502	5,659	+0.8	-3.0
Average weekly hours.....	number	p 39.9	40.4	40.2	39.8	40.7	40.7	40.8	40.2	-1.2	-0.7
Durable.....	number	p 40.2	41.1	41.1	40.8	41.7	41.7	41.8	40.9	-2.2	-1.7
Nondurable.....	number	p 39.5	r 39.5	38.9	38.4	39.3	39.5	39.5	39.3	0	+0.5
Average hourly earnings.....	dollars	p 1.650	1.658	1.657	r 1.655	1.656	1.644	1.640	1.598	-0.5	+3.3
Durable.....	dollars	p 1.733	r 1.747	r 1.746	r 1.742	1.746	1.731	1.726	1.682	-0.8	+3.8
Nondurable.....	dollars	p 1.551	r 1.541	r 1.530	r 1.529	1.530	1.522	1.520	1.488	-0.6	+4.2
Average weekly earnings.....	dollars	p 65.84	66.98	66.61	r 65.87	67.40	66.91	66.91	64.24	-1.7	+2.5
Durable.....	dollars	p 69.67	r 71.80	r 71.76	71.07	72.81	72.18	72.15	68.79	-3.0	+1.3
Nondurable.....	dollars	p 61.26	r 60.87	r 59.52	r 58.71	60.13	60.12	60.04	58.48	+0.6	+4.8
Straight time hourly earnings.....	dollars	e 1.607	r 1.603	r 1.605	1.605	1.597	1.585	1.579	1.546	+0.2	+3.9
Durable.....	dollars	e 1.683	r 1.684	r 1.682	1.683	1.673	1.659	1.653	1.622	-0.1	+3.8
Nondurable.....	dollars	e 1.515	r 1.497	r 1.492	1.494	1.489	1.480	1.476	1.444	+1.2	+4.9
Turnover rates in manufacturing ³											
Separations.....	per 100 employees	p 4.7	r 3.9	r 3.9	4.1	3.7	3.9	4.0	4.4	+20.5	+6.8
Quits.....	per 100 employees	p 2.2	r 2.2	2.2	2.2	2.0	1.9	1.9	2.4	0	-3.3
Discharges.....	per 100 employees	p 0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0	0
Layoffs.....	per 100 employees	p 1.9	r 1.1	r 1.1	1.3	1.1	1.3	1.4	1.3	+72.7	+46.2
Accessions.....	per 100 employees	p 4.4	r 4.9	3.9	3.7	3.9	3.9	4.4	4.2	-10.2	+4.8

¹ THE CONFERENCE BOARD² Bureau of the Census³ Bureau of Labor Statistics

a Adjusted indexes:

Jan., 189.1; Feb., 187.9;

Mar., 188.0; Apr., 188.7; May, 189.0;

June, 189.6; July, 190.3;

Year ago, 185.5

e Estimated

f Based on food prices for Feb. 13, 1952

g Less than 0.05

h Based on food prices for Mar. 13, 1952

i Based on food prices for May 14, 1952

j Based on food prices for June 16, 1952

p Preliminary

r Revised

Review of Labor Statistics

IT COST even more to live in July than it did in June, according to **THE CONFERENCE BOARD'S** index of consumers' prices for thirty-nine United States cities. The index rose .8% to reach a new all-time high of 182.3 (January, 1939=100). The index components followed the same pattern over the month that was evident during most of this year, with food, housing and sundries rising 1.1%, 1.0% and .8%, respectively, and clothing and housefurnishings moving slightly downward—.2% and .5%. The fuel index, which has increased during the last few months, recorded a .7% rise, a reaction to the price increase granted by the OPS to compensate for higher freight rates.

The price movements of individual food items during the month were mixed. Higher prices were reported for butter and eggs. And bacon and chicken moved upward in most cities. Pork prices rose in some cities, with further increases expected before the end of the seasonal high in October. Some decreases were reported for carrots, onions, bananas and apples, but these were more than balanced by increases in cabbages, green beans and oranges. Fractional decreases were reported for canned peaches and sugar.

Few marked price trends were evident in the normally slow summer clothing and housefurnishings

retail market. Shoes, women's hosiery and sheets were reported generally lower.

The purchasing value of the dollar dropped .7% over the month to reach a new low; consumers are now paying a dollar for goods and services that cost 54.9 cents in January, 1939.

NEW INDEX MAINTAINS PRICE SERIES

Beginning with July, the consumers' price index will be compiled for thirty-nine cities instead of the former fifty-four. The thirty-nine-cities index includes the former ten monthly cities and twenty-nine cities which are to be surveyed on the rotating quarterly basis given below. These twenty-nine cities have been selected in such a way as to maintain the representative character of the former fifty-four-cities index. The new index has been linked with the former index to preserve the comparability of the series.

Schedule of Cities for the Consumers' Price Index

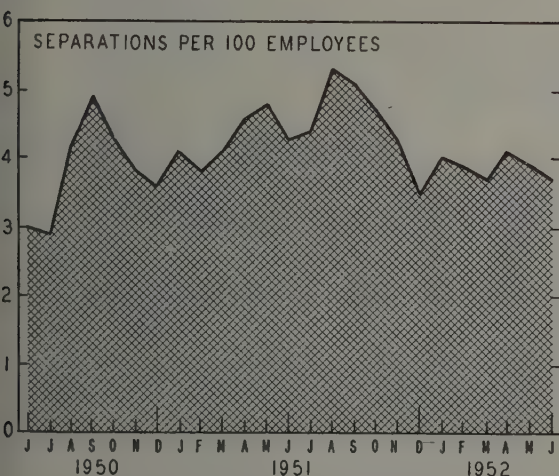
<i>Every Month¹</i>	<i>January, April, July and October</i>
Birmingham	Baltimore
Boston	Bridgeport
Chicago	Erie
Denver	Grand Rapids
Detroit	Houston
Indianapolis	Minneapolis-St. Paul
Los Angeles	Newark
New Orleans	Roanoke
New York	Seattle
Philadelphia	Syracuse
<i>February, May, August and November</i>	<i>March, June, September and December</i>
Akron	Cleveland
Chattanooga	Des Moines
Cincinnati	Evansville
Dallas	Huntington, W. Va.
Duluth	Kansas City, Mo.
Richmond	Lansing
Rochester, N. Y.	Milwaukee
St. Louis	Pittsburgh
San Francisco-Oakland	Portland, Ore.
Wilmington	

¹ Rents surveyed quarterly in all cities.

EMPLOYMENT

According to the Bureau of the Census, employment was slightly lower in July than in the previous month. The decline was estimated at 340,000 workers, and for the most part consisted of a decrease in the number of agricultural workers.

Monthly Separation Rates in Manufacturing Industries
June, 1950—June, 1952



Source: Bureau of Labor Statistics

Consumers' Price Indexes for Cities Surveyed Quarterly

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

	Index Numbers Jan., 1939 = 100			Percentage Changes			Index Numbers Jan., 1939 = 100			Percentage Changes	
	July 1952	Apr. 1952	July 1951	Apr. 1952 to July 1952	July 1951 to July 1952		July 1952	Apr. 1952	July 1951	Apr. 1952 to July 1952	July 1951 to July 1952
Baltimore						Minneapolis-St. Paul					
Food.....	243.3	239.1	230.4	+1.8	+5.6	Food.....	254.4	250.7	247.9	+1.5	+2.0
Housing.....	116.8	116.8	113.0	0	+3.4	Housing.....	115.0	113.0	109.8	+1.8	+4.7
Clothing.....	154.9	155.2	158.0	-0.2	-2.0	Clothing.....	154.0	155.2	162.5	-0.8	-5.2
Fuel ¹	151.8	155.2	151.9	-0.3	+1.9	Fuel ¹	142.0	142.7r	140.3	-0.5	+1.2
Housefurnishings.....	192.2	196.9	204.6	-2.4	-6.1	Housefurnishings.....	177.8	179.1r	187.8	-0.7	-5.3
Sundries.....	172.3	163.5	159.8	+5.4	+7.8	Sundries.....	177.6	176.0	173.8	+0.9	+2.2
Weighted total.....	184.8	181.5	177.3	+1.8	+4.2	Weighted total.....	184.1	182.5r	181.4	+0.9	+1.5
Bridgeport						Newark					
Food.....	237.3	228.9	222.1	+3.7	+6.8	Food.....	242.0	236.2r	228.1	+2.5	+6.1
Housing.....	116.3	116.3	114.3	0	+1.7	Housing.....	111.1	111.0r	106.6	+0.1	+4.2
Clothing.....	145.6	146.4	145.1	-0.5	+0.3	Clothing.....	140.6	141.9	146.2	-0.9	-3.8
Fuel ¹	164.9	161.6	158.8	+2.0	+3.8	Fuel ¹	121.5	120.8	122.0	+0.6	-0.4
Housefurnishings.....	162.1	162.7	169.2	-0.4	-4.2	Housefurnishings.....	192.8	199.9	210.9	-3.6	-8.6
Sundries.....	181.7	181.6r	178.8r	+0.1	+1.6	Sundries.....	167.3	167.4	149.2	-0.1	+12.1
Weighted total.....	181.6	178.7	175.1r	+1.6	+3.7	Weighted total.....	180.1	178.4	170.3	+1.0	+5.8
Erie						Roanoke					
Food.....	263.4	256.4r	257.3	+2.7	+2.4	Food.....	244.8	238.4	235.7	+2.7	+3.9
Housing.....	135.2	134.3	129.3	+0.7	+4.6	Housing.....	156.9	156.8	157.9	+0.1	-0.6
Clothing.....	177.6	177.9r	178.8	-0.2	-0.7	Clothing.....	168.0	168.7	177.2	-0.4	-5.2
Fuel ¹	170.3	170.2	166.7	+0.1	+2.2	Fuel ¹	142.6	146.6	142.8	-2.7	-0.1
Housefurnishings.....	169.6	170.8r	176.3	-0.7	-3.8	Housefurnishings.....	173.0	173.9	180.1	-0.5	-3.9
Sundries.....	172.3	172.8	163.4	-0.3	+5.4	Sundries.....	163.2	162.3	160.1r	+0.6	+1.9
Weighted total.....	194.9	192.7r	189.4	+1.1	+2.9	Weighted total.....	185.7	183.9	183.5r	+1.0	+1.2
Grand Rapids						Seattle					
Food.....	246.1	241.6r	235.0	+1.9	+4.7	Food.....	237.2	238.0	227.7	-0.3	+4.2
Housing.....	176.6	176.6r	173.8	0	+1.6	Housing.....	135.2	135.2	135.5	0	-0.2
Clothing.....	140.4	140.5r	152.6	-0.1	-8.0	Clothing.....	144.2	144.9r	148.9	-0.5	-3.2
Fuel ¹	153.5	157.7	153.0	-2.7	+0.3	Fuel ¹	141.1	141.2	140.4	-0.1	+0.5
Housefurnishings.....	175.5	178.5	187.6	-1.7	-6.4	Housefurnishings.....	179.2	179.3r	189.9	-0.1	-5.6
Sundries.....	176.0	174.6	171.2r	+0.8	+2.8	Sundries.....	160.6	160.7	158.5r	-0.1	+1.3
Weighted total.....	190.9	189.7r	187.7r	+0.6	+1.7	Weighted total.....	178.7	179.1	175.9r	-0.2	+1.6
Houston						Syracuse					
Food.....	238.6	236.1r	234.0	+1.1	+2.0	Food.....	249.9	239.0	238.2	+4.6	+4.9
Housing.....	140.9	137.0r	137.9	+2.8	+2.2	Housing.....	124.8	124.8	124.8	0	0
Clothing.....	151.9	154.9r	156.5	-1.9	-2.9	Clothing.....	157.6	158.4r	165.8	-0.5	-4.9
Fuel ¹	81.8	81.8	81.8	0	0	Fuel ¹	163.7	160.8	161.6	+1.8	+1.3
Housefurnishings.....	144.1	145.7r	152.4	-1.1	-5.4	Housefurnishings.....	176.1	176.5r	178.1	-0.2	-1.1
Sundries.....	167.6	167.8r	162.2	-0.1	+3.3	Sundries.....	153.0	153.4	150.8r	-0.3	+1.5
Weighted total.....	175.1	174.3r	172.6	+0.5	+1.4	Weighted total.....	177.9	174.7r	174.6r	+1.8	+1.9

Source: THE CONFERENCE BOARD.

¹ Includes electricity and gas.

r Revised.

Consumers' Price Index for Thirty-nine Cities, and Purchasing Value of the Dollar

Index Numbers, January, 1939=100

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1951 July.....	176.4	232.9a	121.3	154.8	172.7	139.7	133.8	90.8	101.5	173.4	164.3	56.7
August.....	176.6	232.7	122.0	155.1	173.5	139.5	134.2	90.9	101.4	172.2	165.1	56.6
September.....	177.1	233.5b	122.3	156.6	174.9	141.0	134.8	90.9	101.7	170.9	165.1	56.5
October.....	177.6	235.0	122.7	156.3	175.0	140.6	135.1	90.9	101.7	169.8	164.9	56.3
November.....	179.7	239.8c	123.8	155.1	173.2	139.8	135.5	90.8	102.0	170.4	166.5	55.6
December.....	180.2	239.5d	124.0	154.6	172.7	139.2	135.8	91.0	102.0	170.6	168.5	55.5
Annual average.....	176.2	232.5	120.8	155.0	172.6	140.1	134.4	90.9	101.4	171.7	164.5	56.8
1952 January.....	180.3	240.3	124.5	153.7	171.2	138.8	135.9	91.2	102.1	169.1	168.1	55.5
February.....	177.7	233.9e	124.5	152.7	170.2	137.9	135.8	91.1	102.1	168.7	166.9	56.3
March.....	178.2	234.4f	124.5	152.3	169.9	137.4	135.9	91.1	102.7	167.5	168.2	56.1
April.....	179.9r	237.8	124.7r	152.1	169.6	137.3	135.9	91.3r	103.1	167.5	170.4	55.6
May.....	180.6	240.1g	124.9r	151.7	169.0	137.1	133.4	91.4r	102.9	166.1r	170.7	55.4
June.....	180.8	240.5h	124.9r	151.0r	168.4r	136.2	133.9r	91.4r	102.9	165.6r	171.1	55.3
July.....	182.3	243.2	126.1	150.7	168.2	135.9	134.9	91.4	102.7	164.8	172.5	54.9

Percentage Changes

June 1952 to July 1952....	+0.8	+1.1	+1.0	-0.2	-0.1	-0.2	+0.7	0	-0.2	-0.5	+0.8	-0.7
July 1951 to July 1952....	+3.3	+4.4	+4.0	-2.6	-2.6	-2.7	+0.8	+0.7	+1.2	-5.0	+5.0	-3.2

¹ Rents surveyed quarterly for individual cities.

² Includes electricity and gas.

a Based on food prices for July 16, 1951.

b Based on food prices for Sept. 17, 1951.

c Based on food prices for Nov. 14, 1951.

d Based on food prices for Dec. 12, 1951.

e Based on food prices for Feb. 13, 1952.

f Based on food prices for Mar. 12, 1952.

g Based on food prices for May 14, 1952.

h Based on food prices for June 16, 1952.

r Revised.

Consumers' Price Indexes for Cities Surveyed Monthly

City	Index Numbers Jan., 1939 = 100			Percentage Changes		City	Index Numbers Jan., 1939 = 100			Percentage Changes	
	July 1932	June 1932	July 1931	June 1932 to July 1932	July 1931 to July 1932		July 1932	June 1932	June 1931	June 1932 to July 1932	July 1931 to July 1932
Birmingham						Indianapolis					
Food.....	240.9	234.0 ^r	231.1	+2.9	+4.2	Food.....	253.6	250.3	241.4	+1.3	+5.1
Housing ¹	160.9	160.7	152.0	-0.1	-5.9	Housing ¹	128.0	128.0	121.2	0	-1.5
Clothing.....	151.9	151.2	136.5	-0.5	-2.9	Clothing.....	144.0	143.9	149.4	-0.1	-3.6
Fuel ²	130.9	128.9 ^r	129.7	-1.6	-0.9	Fuel ²	156.8	156.1	134.3	-0.4	-1.5
Housefurnishings.....	171.3	171.3	175.0	0	-2.1	Housefurnishings.....	157.0	156.4	165.2	-0.4	-5.0
Sundries.....	154.5	154.3	145.8	-0.1	-6.0	Sundries.....	177.9	178.0	170.6 ^r	-0.1	+4.3
Weighted total.....	179.9	177.5	173.4	-1.4	-3.7	Weighted total.....	184.2	183.2	179.2 ^r	+0.5	+2.8
Boston						Los Angeles					
Food.....	234.4	229.3	221.1	-2.2	-6.0	Food.....	237.7	236.5	228.8 ^r	+0.5	+4.1
Housing ¹	128.9	128.9	116.1	0	-11.0	Housing ¹	143.0	141.4	141.6	+1.1	+1.0
Clothing.....	136.7	136.5 ^r	143.3	-0.1	-5.9	Clothing.....	142.3	142.3	146.3	0	-2.7
Fuel ²	172.4	167.5 ^r	165.7	-2.9	-4.0	Fuel ²	101.1	101.1	97.7	0	+3.5
Housefurnishings.....	155.5	156.9 ^r	166.4	-0.9	-6.6	Housefurnishings.....	153.6	162.0	173.5	-2.1	-8.6
Sundries.....	166.0	166.1	163.3	-0.1	-1.7	Sundries.....	170.1	171.4	162.4	-0.3	+4.7
Weighted total.....	180.4	178.2 ^r	173.0	-1.2	-4.3	Weighted total.....	178.9	178.9	174.4	0	+2.6
Chicago						New Orleans					
Food.....	254.3	252.2 ^r	244.1 ^r	+0.8	+4.2	Food.....	252.2	248.9	239.0	+1.3	+5.5
Housing ¹	133.6	133.4 ^r	127.3	-0.1	-4.9	Housing ¹	130.8	130.3	122.3	0	+7.0
Clothing.....	146.9	147.4	151.9	-0.3	-3.3	Clothing.....	157.8	157.9 ^r	159.0	-0.1	-0.3
Fuel ²	118.1	117.9	116.7	-0.2	-1.2	Fuel ²	92.5	92.5	91.3	0	+1.3
Housefurnishings.....	160.5	160.3	162.8	+0.1	-1.4	Housefurnishings.....	170.4	175.0	183.1	-2.6	-6.9
Sundries.....	174.9	174.7	168.9	-0.1	-3.6	Sundries.....	148.5	148.4	146.2	+0.1	+1.6
Weighted total.....	185.5	184.8 ^r	179.7	-0.4	-3.2	Weighted total.....	183.7	182.6	177.4	+0.6	+3.6
Denver						New York					
Food.....	242.7	240.7	228.7	+0.8	+6.1	Food.....	231.7	228.0	222.6	+1.6	+4.1
Housing ¹	128.2	128.2	128.2	0	0	Housing ¹	106.1	106.1	105.5	0	+0.6
Clothing.....	162.3	162.3	167.8	0	-3.0	Clothing.....	152.4	153.0	153.2	-0.4	-0.5
Fuel ²	103.6	103.6	108.2	0	-4.3	Fuel ²	131.3	130.6	131.7	+0.5	-0.3
Housefurnishings.....	162.2	163.2	167.4	-0.6	-3.1	Housefurnishings.....	162.8	163.4	172.3	-0.4	-5.5
Sundries.....	159.3	159.3	154.4	0	-3.2	Sundries.....	173.3	174.3	166.3	+0.3	+3.4
Weighted total.....	176.5	175.9	171.7	+0.3	+2.8	Weighted total.....	173.9	174.3 ^r	170.7	+0.3	+3.0
Detroit						Philadelphia					
Food.....	252.2	251.9	238.5	+0.1	+5.7	Food.....	229.5	225.8 ^r	217.8	+1.6	+5.4
Housing ¹	130.6	130.6	119.0	0	+9.7	Housing ¹	117.7	117.7	111.3	0	+5.3
Clothing.....	148.4	148.3	137.6	+0.1	-5.8	Clothing.....	143.0	142.5	145.3	+0.4	-1.6
Fuel ²	139.8	139.7	137.6	+0.1	+1.4	Fuel ²	153.3	150.5	155.1	+1.9	-1.2
Housefurnishings.....	168.4	168.1	175.7	+0.2	-4.2	Housefurnishings.....	179.4	180.0 ^r	187.0	-0.3	-4.1
Sundries.....	179.1	179.1	173.4	0	-3.2	Sundries.....	177.7	166.5	162.6 ^r	+6.7	+9.3
Weighted total.....	186.1	186.0	179.8	+0.1	+3.5	Weighted total.....	181.2	176.7	172.9 ^r	+2.5	+4.8

Source: THE CONFERENCE BOARD

¹ Rents surveyed January, April, July, October.

² Rents surveyed February, May, August, November.

³ Rents surveyed March, June, September, December.

⁴ Includes electricity and gas.

^r Revised.

Consumers' Price Index for Ten United States Cities, and Purchasing Value of Dollar

Index Numbers, January, 1939 = 100

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1931												
July.....	174.5	229.3 ^a	117.4	152.0	168.2	188.3	131.1	89.8	105.7	172.4	165.8	57.3
August.....	174.8	229.4	117.8	152.0	169.0	187.6	131.6	89.8	103.7	171.3	166.6	57.2
September.....	175.5	230.6 ^b	118.4	153.5	170.2	189.4	132.1	89.3	103.7	170.2	166.4	57.0
October.....	176.0	232.1	118.3	153.6	170.3	189.2	132.5	89.3	103.7	169.2	166.3	56.8
November.....	178.2	236.8 ^c	119.9	152.7	169.3	188.7	132.7	89.3	103.7	169.7	167.9	56.1
December.....	178.8	236.7 ^d	120.3	152.1	168.9	188.0	133.0	89.3	103.7	169.9	170.3	55.9
Annual average.....	174.5	229.3	116.9	152.2	168.3	188.7	131.7	89.3	103.7	170.8	166.3	57.3
1932												
January.....	179.0	237.5	120.9	151.2	167.3	187.3	133.1	90.0	103.7	168.6	170.1	55.9
February.....	176.3	230.7 ^e	121.1	150.1	166.3	186.5	133.0	90.0	103.7	168.3	169.0	56.7
March.....	176.7	231.0 ^f	121.2	149.8	166.0	186.1	133.2	90.0	104.3	167.0	170.1	56.6
April.....	178.4	234.3	121.4 ^r	149.7	165.3	186.1	133.3	90.0	104.9	166.9	172.1	56.1
May.....	178.9 ^r	236.6 ^g	121.5 ^r	149.4	165.2	186.1	130.6	90.0	104.8	165.5	172.2	55.9
June.....	179.0 ^r	237.0 ^h	121.5 ^r	148.8	164.7	185.4	130.9	90.0	104.8	165.0 ^r	172.3	55.9 ^r
July.....	180.4	239.8	121.7	148.3	164.6	185.0	131.3	90.0	104.8	164.3	173.6	55.4
Percentage Changes												
June 1932 to July 1932.....	+0.8	+1.2	+0.2	-0.2	-0.1	-0.3	+0.7	0	0	-0.4	+0.8	-0.9
July 1931 to July 1932.....	+3.4	+4.6	+3.7	-2.3	-2.1	-2.4	+0.5	+0.2	+1.1	-4.7	+4.7	-3.3

¹ Rents surveyed quarterly in individual cities

² Includes electricity and gas

^a Based on food prices for July 16, 1931

^b Based on food prices for Sept. 17, 1931

^c Based on food prices for Nov. 14, 1931

^d Based on food prices for Dec. 12, 1931

^e Based on food prices for Feb. 13, 1932

^f Based on food prices for March 12, 1932

^g Based on food prices for May 14, 1932

^h Based on food prices for June 16, 1932

^r Revised

Nonagricultural employment, however, increased in July as students continued to join the labor force. They more than offset a decline in adult employment due to the steel strike.

The principal gains in employment were recorded in construction and food processing. On the other hand, metal working, principally in the automotive industry, showed declines because of steel shortages.

Financial establishments employed a record 2 million workers. Federal defense agencies expanded their civilian employment.

WORK WEEK

A reduced work week, due to the usual July vacation shutdowns as well as the shortage of steel supplies, was reported for production workers in manufacturing plants. In the primary metals, transportation equipment, ordnance, machinery, and electrical machinery

groups, the over-all decline was notably sharp. And longer work weeks in textiles, apparel and leather since last year could not balance this drop in the metal and metal-products industries.

WORK STOPPAGES

The 425 work stoppages reported in July paralleled the June number, but involved 45,000 fewer workers. The two largest stoppages, involving approximately 18,000 workers, were brief. Altogether, about 650 strikes were in effect in July. In addition to the steel strike, strikes involving 10,000 or more workers took place in the carpet and rug manufacturing industries and among construction workers in Paducah, Kentucky.

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Briefs on Personnel Practices

Making the Plant Visit Personal

As a memento of his visit to Hiram Walker and Sons in Walkerville, Ontario, Canada, each guest receives a souvenir folder from the company. Labelled "Scenes I Visited at Historic Hiram Walker," it is made up of a series of photographs of the Hiram Walker plant with descriptive text. It can be set upright like a desk calendar. In the upper right-hand corner of the last page of the folder is a photograph of the visitor, which shows through cutouts on the preceding pages.

Photographs are taken of plant visitors when they arrive. To expedite the photographing of large groups, the company asks each visitor to write his name on a slate, which becomes a part of his picture. The photographed name is matched with the name on the visitor's registration card. The slate part of the picture is deleted, of course, in the photograph that appears in the folder—only the head is used. The company prefers mailing the souvenir after the visit, feeling that a direct handout during a tour is too easily lost or misplaced.

Help in Planning Service Award Dinners

As a service to individual plants of the Owens-Illinois Glass Company in conducting their service award dinners, the headquarters industrial relations department in Toledo provides a package of materials and helpful suggestions. The materials include backdrops to be used behind the speakers' table, program covers, drinking tumblers, paper napkins and sample

advertisements to be placed in local newspapers. All packages stress a theme which has been selected by divisional personnel directors for the year's service award ceremonies. The theme for this year is "Living in Harmony."

A check list of things to be done in preparation for the dinner, in order of priority, aids the plants in their organization of award ceremonies.

"Pipeline" for Women in Petroleum

The Association of Desk and Derrick Clubs in North America is an organization of women employees in the petroleum industry. Curiosity about the industry and a desire to meet other women in the field makes for an active group whose goals are to understand and serve the oil business. The clubs entertain speakers, visit oil company installations, and serve as hostesses and registrants at company conventions and special meetings. They circulate news of the industry and fill speaking assignments before other women's clubs.

Scholarship Regulations Broadened

Daughters as well as sons of employees can now apply for scholarships granted by the electrical contracting industry in the New York City area. These scholarships are a labor-management program, sponsored by eleven electrical contractors, for children of members of Local 3, International Brotherhood of Electrical Workers, AFL. One of the ten female appli-

cants to apply for the 1952-53 grants received a scholarship.

The scholarships are offered for study at Columbia University in the engineering, dentistry and medical fields. This is the first year the grants have been extended to medicine and dentistry. The girl winning the scholarship this year will study medicine.

Promotion Charts in Handbook

An unusual feature of a new handbook for employees issued by the American Enka Corporation is an appendix showing lines of promotion. A series of charts for various subdivisions of the company is presented, with arrows leading upward from one job to another. The attractive booklet entitled "The Way We Work—

A Guide to Personnel Policy" consists of seven chapters, headed: Hours and Pay, Holidays and Vacations, Insurance and Benefits, Responsibility, Complaints, Seniority and Promotions, and Other Important Matters.

A Hundred and Fifteen Acres for Recreation

Employees of the Indianapolis Power and Light Company have the huge White River Park as a recreation area. Facilities include a fishing lake, wading pool, lodge, softball field, horse shoe pits, picnic tables, open fireplaces and playground for the kiddies. Safety and health regulations are supervised by the caretaker who is also a deputy sheriff.

Clerical Testing in Banks'

ABOUT 440,000 people work in the 15,000 banks in the United States. A large majority of bank employees are messengers, clerks, machine operators, and secretaries. Turnover on these jobs in the past has been high—roughly 25% annually. Selecting, placing and training 100,000 or more new workers each year has been a big job as well as an expensive one for the banks.²

Three years ago the American Bankers Association named a committee of twelve bank officers to look into the situation. In particular, the committee was asked to study the possible usefulness of psychological tests in the selection of bank clerks with the end in view of getting better clerks and of reducing turnover. The committee, aided by a psychological consulting firm, has just completed its survey.

In addition to the work in test development, nine seminars in psychological testing were held under the auspices of the ABA in different centers throughout the country. They lasted three to five days. Each group was limited to twenty bank representatives, usually just one from each bank. The seminars provided a basic understanding of testing principles and procedures for a total of 163 bank officers.

But the major work of the committee was directed toward the development of a battery of tests and a test-administration plan which would benefit the banks in the association. The committee's final report contains full information about the research work that was carried on in 126 banks and which involved 30,000 job applicants. Also, it covers in considerable detail such subjects as: test norms, the administration of

tests, the interpretation of test scores, psychological and statistical terms used in testing, and the role of testing in the selection and placement of bank clerks.

A battery of new tests, called the Short Employment Tests, was developed, and some older tests, including the General Clerical Test, the Minnesota Clerical Test, the Wonderlic Personnel Test, and the Hay tests, were tried out in the cooperating banks.³ Member banks of the ABA now have a choice of tests to use in employing new workers and they have "bank norms" for each of the tests. Thus, the scores of a given applicant on the different tests become meaningful as they are compared with the average scores of thousands of applicants at other banks throughout the country on the same tests.

The ABA is of the opinion that better selection and better placement of bank clerks, leading to a reduction in turnover, should result if the recommendations of the committee are followed. Other possible benefits of its work are described in the report:

"... stress is laid on the possibilities of effecting economies in training and increasing efficiency in production. However, although not emphasized, the probabilities of improving human relations in everyday management-staff contacts—through better selection and placement of staff members—should not be overlooked."

The ABA work is an example of cooperative research carried out by a group of companies in the same business. Similar research in testing has been undertaken by groups of insurance companies, utilities, advertising agencies, department stores, and transit organizations.

² Published by the Customer and Personnel Relations Department, American Bankers Association, New York. 66 pp.

³ The training of a bank clerk alone is said to cost at least \$500.

³ For additional information about individual tests see "Experience with Psychological Tests," *Studies in Personnel Policy*, No. 92, THE CONFERENCE BOARD, 1948.

Wage Adjustments Announced Prior to August 15, 1952

Company	Type of Workers ^a	Increase			Remarks
		Amount	Date Effective	Number Affected	
<i>Chemicals and Allied Products</i>					
Celotex Corp. Port Clinton, Ohio	WE	\$.05 hr.	5-1-52	n.a.	Subject to WSB approval. Wage reopening in six months. (Cement, Lime and Gypsum Workers, Int'l Union, AFL)
Great Lakes Carbon Corp. Lockport, Ill.	WE	\$.09 hr.	4-13-52	70	7¢ of 9¢ increase subject to WSB approval. Seven holidays instead of six. Date of settlement 6-25-52. Contract expires 4-10-53. One wage reopening possible. (United Gas, Coke and Chemical Workers, CIO)
Independent Manufacturing Company Philadelphia, Pa.	WE	\$.08 hr.	2-9-52	90	Approved by WSB. Three weeks vacation after 15 years and a holiday on employee's birthday. Wage reopening 2-9-53. (Int'l Chemical Workers Union, AFL)
Koppers Company, Inc. E. St. Louis, Ill.	WE	\$.065 hr.	5-1-52	25	Subject to WSB approval. Increased hospitalization insurance benefits and increased shift differential for night employees. (Int'l Chemical Workers Union, AFL)
	S	\$2.50 wk.	6-1-52	4	No Union
McKesson & Robbins, Inc. Akron, Ohio	WE	\$.07 hr.	5-1-52	56 approx.	Not subject to WSB approval. Wage reopening sixty days prior to 4-30-53. (Service and Production Employees Union, CIO)
Stauffer Chemical Company Hammond, Ind.	WE	\$.12 hr.	4-11-52	35	Subject to WSB approval. Hospitalization and surgical plan paid for by company. Pension plan guaranteeing \$125 monthly after 25 years service, at 65 years of age. Wage reopening 60 days prior to 4-11-53. (Oil Workers Int'l Union, CIO)
<i>Communications and Transportation</i>					
American Telephone and Telegraph Company Interstate	S	\$3.76 wk.	7-5-52	22,000	Subject to WSB. Wage reopening 7-5-53. (Communications Workers of America, CIO)
Eastern Mass. Street Railway Company Boston, Mass.	WE	\$.15 hr.	1-2-52	1800	Not subject to WSB approval. Wage reopening 7-1-53. (Amal. Ass'n of Street, Electric Railway and Motor Coach Employees, AFL)
Fruehauf Trailer Company Fort Wayne, Ind.	WE	\$.10 hr.	6-10-52	37	Fort Wayne increase not subject to WSB approval. Omaha increase subject to WSB approval. Fort Wayne wage reopening 6-15-53, Omaha wage reopening 6-9-53. (UAW, AFL)
Omaha, Neb.		\$.07 hr.	6-15-52	12	
Green Bus Lines, Inc. New York, N.Y.	WE	10%	7-1-52	400 approx.	Approved by WSB. Hospitalization increased to \$12 per day, group insurance to \$40 per week. Wage reopening 7-1-53. (Amal. Assn. of Street, Electric Railway and Motor Coach Employees, AFL)
	S	10%	7-1-52	65 approx.	None
Memphis Street Railway Company .. Memphis, Tenn.	WE	\$.08 hr.	4-1-52	780	Subject to WSB approval. Date of settlement 6-4-52. Three weeks vacation after 15 years. Increased pension contributions. Wage reopening 4-1-53. (Amal. Ass'n of Street, Electric Railway and Motor Coach Employees, AFL)
Omaha & Council Bluffs Street Railway Omaha, Neb.	WE	\$.13 hr.	7-1-52	557	Additional 5¢ across the board increases will be granted on WSB approval. Wage reopening 7-1-53. (Transport Workers Union, CIO)
Pacific Maritime Ass'n Oakland, Calif.	WE	5%	7-28-52	2900	Subject to WSB approval. Wage reopening 9-30-53. (Nat'l org. of Masters, Mates & Pilots, AFL)
Rutland Railway Corp. Rutland, Vt.	WE	\$.15 hr.	5-24-52	240	Permissible under Railroad and Airline Wage Board Act, 6-5-52. Reopening 10-15-52. (Bro. of Locomotive Engineers, Bro. of Locomotive Firemen and Enginemen, Order of Railway Conductors, Bro. of Railroad Trainmen, ind.)

Wage Adjustments Announced Prior to August 15, 1952—Continued

Company	Type of Worker ¹	Increase			Remarks
		Amount	Date Effective	Number Affected	
<i>Electrical Machinery, Equipment and Supplies</i>					
De Laval Separator Company Poughkeepsie, N.Y.	WE	7.2%	2-18-52	300	Approved by WSB. Date of settlement 6-13-52. Increase in company contribution to employee benefit plan. Three weeks paid vacation after 15 years. Wage reopening 2-15-53. (Office Employees' Int'l Union, AFL)
Exide Batteries Philadelphia, Pa.	WE	see remarks	6-1-52	2100	Subject to WSB approval. 4¢ increase to general workers and 4¢ increase to skilled workers. Two days leave for death in immediate family. Noncontributory Blue Cross & Blue Shield medical and surgical plans. No wage reopening (Int'l Union of Electrical, Radio and Machine Workers, CIO)
Fairbanks Morse & Company St. Louis, Mo.	WE	\$.12 hr.	4-1-52	151	Subject to WSB approval. 3¢ an hour premium for 2nd and 3rd shifts. Wage reopening 4-1-53. (Int'l Ass'n of Machinists, AFL)
Imperial Electric Company Akron, Ohio	WE	\$.04 hr.	6-1-52	109	Subject to WSB approval. 1 Additional paid holiday, making a total of seven. Average wage \$1.79. Wage reopening 3-1-53. (United Electrical, Radio and Machine Workers, ind.)
Raido Corp. of America Camden, N.J.	S	4.9%	6-23-52	326	Subject to WSB approval. Amended retirement plan, increased vacation allowance, more liberal overtime payment rates, increased hospitalization benefits. Contract terminates 6-15-53. (Nat'l Professional Ass'n of Engineers, Architects, and Scientists, ind.)
Rotary Electric Steel Company Detroit, Mich.	WE	\$.16 hr.	3-1-52	909	Subject to WSB approval. Six paid holidays with double time for holidays worked. 120 hours vacation for employees with 15 years service. (United Steelworkers, CIO)
Western Electric Company Tonawanda, Buffalo, N.Y.	WE	\$.08 hr. to \$.22 hr.	6-22-52	1300	Subject to WSB approval. Contract terminates 6-17-53. (CWA, CIO)
<i>Fabricated Metals</i>					
Crown Cork Specialty Corp. St. Louis, Mo.	WE	\$.09 hr.	4-1-52	42	Subject to WSB approval. Date of settlement 6-5-52. Three weeks vacation after ten years. Wage reopening 4-1-53. (Int'l Ass'n of Machinists, AFL)
Gear Grinding Machine Company .. Detroit, Mich.	WE	see remarks	4-16-52	98	Subject to WSB approval. 15 out of 55 job classifications were granted a 2¢ to 5¢ wage increase an hour. Date of settlement 6-8-52. Increased vacation allowance and insurance. Contract ends 8-31-55. (UAW, CIO)
Oakland Foundry & Machine Company Rochester, Mich.	WE	\$.05 hr.	5-5-52	42	Subject to WSB approval. Increased hospitalization benefits and established pension fund. (UAW, AFL)
Reynolds Spring Company Pomeroy, Pa.	WE	\$.07 hr.	6-16-52	300	Subject to WSB approval. Wage reopening on 30 days notice. (Dist. 50, UMW, ind.)
United States Radiator Corp. Edwardsville, Ill.	WE	\$.04 hr.	6-1-52	100	Subject to WSB approval. Three weeks vacation after 15 years. Wage reopening 1-31-53. (International Ass'n of Machinists, AFL)
<i>Food and Kindred Products</i>					
Arden Farms Company Portland, Ore.	S	3.6%	4-1-52	n.a.	No subject to WSB approval. Wage reopening 4-1-53. (Office Employees Int'l Union, AFL)
August A. Busch & Company, Inc. .. Houston, Texas	WE	\$.116 hr.	3-5-52	17	Subject to WSB approval. After twelve years service, three weeks vacation. One additional holiday. Wage reopening 9-5-52. (Int'l Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers, CIO)
La Salle Wines & Champagne, Inc. .. Farmington, Mich.	WE	\$.10 hr.	8-1-52	22	Subject to WSB approval. Wage reopening 9-1-53. (Int'l Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers, CIO)
National Biscuit Company Birmingham, Ala.	WE	\$.125 hr.	6-16-52	453	Date of settlement 7-14-52. Average wage rate \$1.125. Wage reopening 5-16-53. (United Bakery and Confectionery Workers, AFL; Retail Wholesale and and Department Store Union, CIO)
	S	\$5.00 wk.	6-14-52	25	Same as above

Wage Adjustments Announced Prior to August 15, 1952—Continued

Company	Type of Worker ^a	Increase			Remarks
		Amount	Date Effective	Number Affected	
Safeway Stores, Inc. Santa Rosa, Calif.	WE	\$14 hr. approx.	5-28-52	40 approx.	Hours reduced from 48 to 40. Wage reopening 10-1-53. (Retail Clerks Int'l Ass'n, AFL)
<i>Oil Companies</i>					
Cities Service Company Hammond, Ind.	WE	\$15 hr.	5-1-52	550	Subject to WSB approval. Wage reopening, March 1953. (Oil Workers Int'l Union, CIO)
Cities Service Refining Corp. Lake Charles, La.	WE	\$15 hr.	5-1-52	645	Approved by WSB. Either party may reopen on wages at their own option during the two year contract. (Int'l Ass'n of Machinists, AFL)
	S	\$15 hr.	5-1-52	115	(Office Employees Int'l Union, AFL)
Continental Oil Company Ville Platte, La.	WE	\$15 hr.	5-1-52	127	Approved by WSB. Wage rate prior to settlement was \$1.92. Wage reopening on 60 days notice at six month intervals. (Int'l Chemical Workers Union, AFL)
Phillips Petroleum Company Phillips, Texas	WE	\$0.86 hr.	5-1-52	3,000	Approved by WSB. Number of holidays increased from 6 to 7. Wage reopening 5-1-53. (Int'l Union of Operating Engineers, AFL)
Shell Oil Company East Chicago, Ind.	WE	see remarks	5-19-52	n.a.	Approved by WSB. 4¢ to 6¢ increase for second shift, 6¢ to 12¢ for third shift. Retroactive pay at 9¢ an hour for period 1-1-52 to 4-29-52. (Oil Workers Int'l Union, CIO)
<i>Paper and Allied Products</i>					
Howard Paper Mills, Inc. Franklin, Ohio	WE	\$0.09 hr.	12-28-52	160	Subject to WSB approval. Date of settlement 7-10-52. Men with over 20 years service receive 3 weeks vacation. Wage reopening 1-8-53. (United Paperworkers, CIO)
Koppers Company, Inc. Houston, Texas	WE	\$0.05 hr.	4-1-52	113	2¢ granted under regulations. Additional 3¢ approved by WSB. Two weeks vacation after five years service. Two year contract may be reopened three times after 7-1-52. Date of settlement 5-2-52. (Int'l Woodworkers, CIO)
National Folding Box Company New Haven, Conn.	WE	\$0.02 hr.	5-19-52	200	Approved by WSB. Three day leave for death in family. Company absorption of Blue Cross payments. Wage reopening 10-6-52. (United Paperworkers, CIO)
<i>Primary Metal Industries</i>					
Aluminum Company of America Pittsburgh, Pa.	WE	10% +\$0.04 hr.	3-10-52 7-1-52	10,000	Approved by WSB. Date of settlement 7-1-52. Three weeks vacation after 15 years. Hospital benefits and sickness and accident rates increased. Five year contract. (Int'l Council of Aluminum Workers Unions, AFL)
Electro Metallurgical Company Niagara Falls, N.Y.	WE	\$0.07 hr.	4-28-52	23	4¢ of increase is subject to WSB approval. (Bro. of Railroad Trainmen, ind.)
<i>Public Utilities</i>					
Ohio Power Company Tidd, Philo, Windsor, Ohio	WE	\$11 hr.	7-1-52	685	6-1/2¢ of increase needs WSB approval. Wage reopening 6-1-53. (Utility Workers Union, CIO)
<i>Retail Trade</i>					
Retail Furniture Ass'n of Calif. Inc. San Francisco, Calif.	WE	\$0.07 hr.	3-1-52	33	Approved by WSB. 4¢ per hour for Health and Welfare benefits, retroactive to 5-1-52. Wage reopening 3-1-53. (Building Service Employees' Int'l Union, AFL)
<i>Stone Clay and Glass Products</i>					
Marquette Cement Manufacturing Company Cape Girardeau, Mo.	WE	\$10 hr.	4-1-52	261	Subject to WSB approval. All companies: liberalized group insurance and pension plans, six paid holidays, and increased shift differentials. Wage reopenings 4-1-53 for Cape Girardeau, Mo. (United, Cement, Lime and Gypsum Int'l Union, AFL)
Des Moines, Ia.	WE	\$10 hr.	5-1-52	183	Subject to WSB approval. Wage reopening 5-1-53 for Des Moines and Oglesby, (United, Cement, Lime and Gypsum Worker Int'l Union, AFL)
Oglesby, Ill.	WE	\$10 hr.	5-1-52	508	
Volunteer Portland Cement Company Knoxville, Tenn.	WE	\$0.05 hr.	5-1-52	n.a.	Subject to WSB approval. Six paid holidays. Three weeks vacation after 20 years. Wage reopening 5-1-53. (United Cement, Lime and Gypsum Workers Int'l Union, AFL)
	S	8%	5-1-52	n.a.	Same as above.

Wage Adjustments Announced Prior to August 15, 1952—Continued

Company	Type of Worker ¹	Increase			Remarks
		Amount	Date Effective	Number Affected	
<i>Textile Mill Products</i>					
Gernes Garment Company, Inc. Kansas City, Mo.	WE	5%	7-3-52	n.a.	Approved by WSB, for factory employees. Previous average wage rate was \$1.30 for first quarter of 1952. Wage reopening 6-30-53. (Int'l Ladies' Garment Workers, AFL)
	S	4.1 to 10%	7-3-52	n.a.	Office and non-union employees
Thomas I. Leedom Company Bristol, Pa.	WE	\$1.10 hr. \$.07 hr. \$.05 hr.	6-1-52 6-1-52 6-1-52	195 2 11	Subject to WSB approval. Date of settlement 7-14-52. Increased employee hospitalization benefits. Wage reopening 12-1-52. (Textile Workers Union, CIO)
	S	\$4.00 wk.	6-1-52	25	No Union
<i>Transportation Equipment</i>					
Bendix Aviation Corp. South Montrose, Pa.	WE	\$.17 hr.	5-12-52	350	Approved by WSB. Shift differential from 5¢ to 8¢ and 8¢ to 10¢ for 2nd and 3rd shifts. Extension of vacation plan. Wage reopening on or after 5-12-53. (Int'l Ass'n of Machinists, AFL)
	S	\$.17 hr.	5-1-52		No Union
Curtiss-Wright Corp. Wood-Ridge, N.J.	WE	\$.14 hr.	11-1-51	3200	Approved by WSB. Life insurance for each employee increased by \$1000. Daily hospitalization benefits increased from \$8 to \$10, therapeutic benefits increased from \$80 to \$100. Wage reopening 10-1-52. (Int'l Union of United Automobile, Aircraft and Agricultural Implement Workers, CIO)
	WE	\$.14 hr.	10-15-51	12,500	Approved by WSB. Hospitalization benefits increased from \$8 to \$10 a day, therapeutic benefits increased from \$80 to \$100. Wage reopening 9-15-52. (Int'l Union of United Automobile, Aircraft and Agricultural Implement Workers, CIO)
Merill-Stevens Dry Dock & Repairs Company Jacksonville, Fla.	WE	11%	5-1-52	2000	Subject to WSB approval. Wage reopening 3-1-53. (IUMSWA, CIO)
	S	11%	5-1-52	150	No Union.
The Railway Supply & Manufacturing Company Charlotte, N.C.	WE	\$.03 hr.	6-12-52	80	Not subject to WSB approval. Double time for Sunday work. Wage reopening 6-12-53. (United Textile Workers, AFL)
<i>Miscellaneous</i>					
Automatic Washer Company Newton, Iowa	WE	\$.05 hr.	6-1-52	349	Subject to WSB approval. Wage reopening in six months. (UAW, CIO)
	S	5%	6-1-52	34	Same as above
Milton Bradley Company Springfield, Mass.	WE	no change	4-1-52	381	2 to 3 weeks vacation for all employees with 15 years service. Maintenance of membership to union shop approved by WSB 6-16-52. (Playthings, Jewelry and Novelty Workers, CIO)
	S	no change	4-1-52	80	Same as above
Golo of Dunmore Dunmore, Pa.	WE	5%	7-15-52	185 approx.	Approved by WSB. Sickness and accident benefits increased. (Dist. 50, UMWA, ind.)
Kohler Corp. Rochester, Minn.	WE	\$.02 hr.	6-1-52	720	Subject to WSB approval. Daily hospitalization benefits increased from \$6 to \$9. Vacations for 3 and 4 year employees increased to two weeks. Wage reopening 2-1-53. (Hotel, Restaurant and Hospital Workers, AFL)
Vulcanized Rubber & Plastics Company Morrisville, Pa.	WE	\$.08 hr.	6-1-52	279	Approved under GWR No. 6&8. Holiday pay at top rate range for incentive worker. Three weeks vacation after 15 years service and a Christmas bonus of \$25 to employees with under 15 years service, subject to WSB approval. Wage reopening 12-1-52, 6-1-53, 12-1-53. (United Rubber, Cork, Linoleum and Plastic Workers, CIO)
Shepherd Engineering Company St. Louis, Mo.	WE	\$.056 hr.	3-15-52	80	Subject to WSB approval. Improved shift differentials. Accelerated rate of increase for trainees. Wage reopening 3-15-53 (Int'l Ass'n of Machinists, AFL)

¹ Type of Worker: WE, wage earner; S, salaried employee; n.a., not available.

Company Cafeteria

(Continued from page 341)

Examples of some 50-cent menu offerings are:

- Roast Minnesota tom turkey
Sage dressing
Cranberry sauce
Cream style corn
Mashed potatoes
Roll and butter
- Breaded pork chop
Creamed carrots and peas
Mashed potatoes
Roll and butter
- Lobster newburg on toast
Shoestring potatoes
Chef's salad—Roquefort dressing
Hot buttered roll
- Baked sugar cured ham with mustard sauce
American fried potatoes
Vegetable salad
Roll and butter

The menu never grows dull—sometimes it is beef stew made with wine, sometimes beef and pork turnovers, sometimes baked beef livers in onion sauce.

Among 45-cent specials are:

- Baked beans with salt pork
Brown bread
Vegetable salad
- Spaghetti with meat sauce
Salad
Roll and butter
- Spanish rice with bacon or sausage
Salad
Roll and butter

Employees find the desserts hard to resist. All of the toothsome sweets are prepared in the space behind the serving counter. When the chef gets in at 7 a.m., he starts turning out delectable items such as pecan pie, banana cream and lemon pies, berry pies, chocolate upside down cake, angel food cake, custards, and puddings. Aiding and abetting his natural zest for turning out these works of art is the enthusiasm of the customers and the collaboration of the vice-president of personnel who has made a hobby for years of gathering recipes. Out of this collection, after many experimentations and changes, have evolved some of the most popular cafeteria items. During the past few months, for example, pecan pie has been the object of research and trial.

The Costs

What is included in this company's cafeteria costs? Salaries of the cafeteria staff, all food items, incidental equipment, periodic servicing by an insecticide com-

pany, uniforms and laundry come under cafeteria expenses. Not included are capital equipment and building overhead expenses such as heat, light and janitorial service, and services of the building's maintenance crew.

Indicative of the attention given to all details was a recent shopping tour for trays. The usual cost for the type of tray used by the cafeteria customers is \$2.65. But through canny shopping of the cafeteria equipment buyer, a quantity of these trays were located which could be purchased for \$1 each because of defects in the finish. The building's maintenance staff put a plastic finish on the trays which is proving even more durable than the original finish. Even discounting the cost of the finishing material and labor involved (time of the maintenance staff is often free for jobs like this), the saving on each tray was substantial.

The personnel department advisors and the chef keep an almost hawk-like watch on newspaper ads to pick up bargains in equipment and to watch food prices of suppliers other than their own. If they find their suppliers are charging a cent or two a pound more for items than rival concerns, they let the suppliers know and demand similar prices. And they watch quality of their foods. If meat is not up to the high quality for which they are paying, they put the supplier on the carpet. This keeps the latter in line and assures constant top quality. A quarter of beef is purchased and aged in the cooler. When it is ready, the chef slices it into steaks and roasts. And when steaks have been cut, they are weighed. Any steak showing as much as an ounce overweight, is trimmed so that all steaks will be uniform. These trimmings of top grade steaks, along with scraps from the roasts, provide the meat for the hash, for a 45-cent menu.

Leftovers are seldom served (except, perhaps, something like turkey a la king or turkey hash). Accurate judgment from past experience keeps such items to a minimum. Another reason for few leftovers is that pies, cakes and other foodstuffs are sold over the counter, if any are left over. Because the food is good, this offer is usually snapped up. It is common procedure for an employee to buy a jar of soup to take home to a sick mother or to purchase a couple of pieces of pecan pie for dessert at home.

Cafeteria patrons keep the dishes and foodstuff on their trays when they are eating, thus eliminating the need for cleaning up tables before the next customers arrive. They carry their own trays and used dishes to a table and rack and separate the cups, plates and silver to facilitate the work of the dish washer who is located at this point. This also helps to curtail dish breakage.

Evaluation

The best gauges which the company finds for judging the success of its cafeteria are the patronage

and the lack of gripes from the employees. That patronage is good is evident when one considers the high percentage of employees who eat in the cafeteria. There is a corner table set aside for executives and this table, too, is well patronized. When members of the latter group have visitors in their offices, they frequently take them to the lunchroom.

The cafeteria bosses don't seek compliments—they know that praise isn't apt to come as freely as are complaints when things aren't going right. Yet it is not difficult to find praise. It comes sometimes in roundabout ways. At parties or recreational activities to which wives of male employees are invited, it is not at all uncommon to hear the wives joke about the good meals their husbands get in the company cafeteria.

The cafeteria is closed down for two weeks in the summer to provide vacation periods for the staff. One reason for closing down instead of keeping the cafeteria operating with a make-shift staff is that employees must get their noon meals at neighboring restaurants or bring their lunches. After two weeks of this routine, they are consciously appreciative of the good food they get in the cafeteria and are quick to say so. Closing the place down also provides a chance for general cleanup and saves the need for a succession of pinch hitters in the serving line while the various staff members take vacations.

The difference in time required between providing meals which are excellent and mediocre meals is so small that it won't be noticed. That is the philosophy of the personnel head. This officer, who supervises a far-flung program of personnel administration in the airline company's many sites of operation, including Alaska and the Orient, takes ten minutes each day to talk with the chef and discuss menus, prices, food supplies, etc.

Other small but extra features enhance the feeling that the cafeteria is something special. Some have already been mentioned: collecting a variety of recipes to avoid sameness in menu; little flourishes like cooking with wine and adding liberal portions of Roquefort cheese to the salad dressing; care in brewing coffee and having "fancy" dishes like lobster newburg which would likely prove too costly for employees to order for lunch at a commercial restaurant. There are other extras, too. For example steak knives are provided for customers; a caffeineless coffee for noncoffee drinkers is available; cinnamon rolls for the morning coffee break are obtained from the city's de luxe caterer even though their cost is greater than from most commercial bakeries. The employees have expressed the desire for these particular rolls, and the cafeteria managers "aim to please."

CAFETERIA AT THE OVERHAUL BASE

It's not just the small size of the home office cafeteria which assures its economical operation. This is

apparent from the operations at the cafeteria of the Northwest Airlines overhaul base. That unit, too, serves good food, lacks complaints and is in a solvent situation, despite the need for serving up to 1,400 employees every day.

In addition to added numbers, there are other problems. About 1,000 of these employees are maintenance workers and 400 work in offices. Ninety per cent are men. Providing meals for welders, sheet metal workers, lathe and drill press operators and truck drivers who begin work at 7 a.m. and 7:30 a.m. is, in some respects, a different proposition from preparing food for secretaries, clerks, department heads and executives whose occupations are more sedentary. And yet the menu must be varied enough to take care of the latter group as well as the manual worker.

Approximately 80% of the 1,400 employees at this base buy their meals; the other 20% bring their lunches and supplement them in the cafeteria. Unless workers bring their own lunches, they have no choice other than the cafeteria for noon meals because the maintenance base is too far from other restaurant facilities. In addition to differences in type of customer, the overhaul base cafeteria has long hours for serving food because of a second shift.

Cafeteria Setup and Personnel

Service in this cafeteria is speedy and this is an essential matter because the cafeteria seats only 200 persons at a time. That means there must be efficient and rapid turnover to take care of the hundreds of persons who visit the cafeteria during the lunch hour.

Speed is achieved, principally, because a short service line has been installed to supplement the main line. The short line has pies, soups, sandwiches and 18-cent and 25-cent casserole dishes. It takes care of those persons wanting only a very light noonday meal or a snack to supplement their own lunches. The main line has the full meals as well as specials, salads, beverages, etc.

Kitchen space for the cafeteria is separated from the dining area and is necessarily larger than that provided at the home office. In addition to the cooking quarters, there is a small office for the chef, a large walk-in cooler room, another storage room for canned goods, potatoes, etc. The door of the cooler room is held by suction. This aids the cafeteria worker whose arms are loaded with supplies and not free to wrestle with bolts and door knobs. It also forestalls the chance of a worker getting locked in the cooler room. Speedy service and good food are not due to anything different or unusual in the kitchen equipment. One finds the usual French frier which holds 110 pounds of fat; an automatic potato peeler which peels one hundred pounds of potatoes in five minutes; a fifty gallon soup kettle, warming ovens, and so on.

The cafeteria has a staff of nine persons plus the

chef. Three of these arrive at 7 a.m. to prepare salads, slice meat for sandwiches, and get food items cooking for the noon meal served from 11:25 a.m. to 1 p.m. The cafeteria is also open for a mid-morning coffee break and mid-afternoon snack period. Since this cafeteria remains open for a second shift with dinner served from 8 to 8:40 p.m. and with relief periods at 5:30 and 10 p.m., the staff is distributed to carry through the evening operations.

The Food

Maintenance workers are likely to want heavier foods than office employees. Gravies, for example, are very popular. (Hot meat sandwiches with gravy are good selling items at this cafeteria.) And portions are larger to take care of greater appetites.

But these slight differences in taste and amount of food desired do not mean that the maintenance base employees are neglected or that they get any less high grade quality food than do the workers at the home office. The same high grade quality meats and canned goods which are served at the home office cafeteria are used at the overhaul base. And it doesn't mean they don't go for fancier dishes like deviled crab. There are flourishes to the cooking here, too. This chef also likes to use wine in his cooking. Some days the menus for the main meal read like those at the home office. It's not at all unusual to find the cafeteria line queuing up for servings of lobster newburg.

However, more specials are offered such as 18-cent and 25-cent casseroles. These are popular buys to supplement lunches from home. Special sandwiches are also good short-line items. There's a chopped beef and noodle dish served in ten-ounce deep casseroles for 18 cents; Hungarian goulash casserole for 20 cents; barbecued ham on bun for 25 cents; a 10-cent hot meat loaf sandwich; and 18-cent macaroni and cheese casserole; a 25-cent Swiss steak sandwich on bun with gravy; scalloped fish for 20 cents; Denver sandwich on bun for 25 cents. The Denver sandwich is popular and the chef has devised an ingenious method to make individual Denver sandwiches ahead of time in individual moulds. The buns with Denver filling are wrapped in bags and put into warming ovens. A tuna-fish Denver sandwich was introduced last winter as a Lenten special and was a popular item.

Roast beef is, of course, a favorite. But sea foods are growing in popularity all the time, the chef reports, so that sea food specials are often featured. Frequently served are ocean smelts, shrimp, scallops and oysters, or Scottish fillet of sole, swordfish and deviled crab on the half shell.

The larger scale operations of this cafeteria entail some necessary differences. Pies and other pastries are not baked here. More space and a larger staff would be required. To insure freshness, however, the pies are delivered unbaked early in the morning and are baked

in the cafeteria's kitchen ovens so they are warm and fresh for meal time. Another difference is that meat is bought all ready for serving. The chef has no time to cut up quarters of beef.

The same attention is accorded to coffee brewing here as it is at the general office. A similar water analysis and special coffee blend were introduced to insure the best tasting coffee possible.

Following are menus for the soups and the 45-cent and 50-cent specials throughout one week at the overhaul base cafeteria.

- Monday
 - Potage Longchamps
 - Roast sirloin of beef with Yorkshire pudding
 - Snow flake potatoes with pan browned gravy
 - Pickled tiny beets
 - Hot buttered roll
 - Oven broiled porkettes
 - German potato salad
 - Pickled crabapple
 - Fresh vegetable salad
 - Roll and butter
- Tuesday
 - Cream of chicken with vegetables
 - Baked Alsatian pork chop in savory tomato sauce
 - Escalloped potatoes with cheese
 - Asparagus tips in Hollandaise sauce
 - Roll and butter
 - Chicken pot pie en casserole
 - Whipped potatoes
 - Peach and cottage cheese salad
 - Roll and butter
- Wednesday
 - Yankee bean soup
 - Veal cutlet in mushroom sauce
 - Shoestring potatoes
 - Buttered whole blue lake beans
 - Clover leaf roll with butter
 - Old settlers baked beef hash
 - Deviled egg
 - Pineapple marshmallow cole slaw
 - Pantry pickles
- Thursday
 - Garden fresh vegetable soup
 - Roast young Minnesota tom turkey on farmers style dressing
 - Whipped potatoes with giblet gravy
 - Orange and cranberry sauce
 - Buttered new peas
 - Hot roll with butter
 - Hot loin of pork sandwich
 - Apple sauce
 - Hash brown potatoes
- Friday
 - Manhattan clam chowder
 - Maine lobster in newburg sauce
 - French fried potatoes

Chef's salad with Roquefort dressing
 Hot roll with butter
 Grilled Boston sirloin steak with chive butter
 Au gratin potatoes
 Kernel corn and green pepper saute
 French roll with butter

How Costs Are Pruned Down

The larger size of the cafeteria at Holman Field presents more problems and eliminates some of the personal touches as well as some chances for economy offered in the smaller unit at the home office. Yet the cafeteria is run economically, the food is good, employees don't gripe, and there is novelty in the menu.

Company executives with losing cafeterias on their hands may shake their heads in perplexity. How is it done?

Again, the management of both cafeterias, the personnel department at Northwest Airlines, points to reasons such as close supervision of the cafeteria operations, a minimum of personnel made possible by careful planning of menus and type of serving, careful shopping, purchasing of good food, interest of the chef in food preparation, and so on.

Here, for example, are some ways in which service required on the cafeteria line at the overhaul base is cut down—where labor is held to a minimum.

Two-outlet coffee urns are installed. To the knowledge of the Northwest Airlines personnel department, this cafeteria is the first to have introduced this time-saving arrangement which permits employees to serve themselves with coffee or hot water for tea instead of waiting for a cafeteria attendant to provide the items. The development required placing of special outlets into the urns. Normally, spigots are placed on the same side as the valves and controls needed for making the coffee. When new urns were purchased, instructions were given the manufacturer to add special serving outlets on the "outside side" of the urns. A tricky production assignment was involved because urns have inner linings of glass, metal or china. But the new spigots were installed and have spring-tap releases to shut off automatically.

Providing package deals—casserole dishes, and 45- and 50-cent luncheon specials—serves several purposes. It cuts down on involved shopping which would be required if a great variety of meats and vegetables were offered. It cuts down in kitchen work and confusion entailed when too many different foods are cooked. It speeds up service. No opportunity is granted a customer to dawdle before the service counter deciding if he wants sauerkraut and frankfurters, roast beef or hash, string beans or cauliflower. Instead, the customer goes to the short line for his snack luncheon special, or goes to the main line for his plate luncheon, and, if he wants it, additional salad, dessert and beverage. The plate luncheon is all dished up waiting (the server has a few prepared to keep ahead of the

demand). By diverting customers from the main line to the short line, time is saved and confusion avoided.

Even the menu listing is a speeded-up process. The chef has a printing set and every time a new special is added to the menu, a sign is printed. Material used for the signs is glass fiber impregnated with resin (leftovers from fuselage lining in airplanes). The signs are saved and filed according to respective categories in the chef's office. Whenever an item is repeated (repeats are never scheduled at periods close together) the sign is taken from its file and inserted in the menu board in the cafeteria. This replaces the laborious posting of printed letters.

Coffee break periods are accomplished with a minimum of service from cafeteria personnel. Employees serve themselves from the coffee urns and carry their rolls in paper napkins to the tables. When they leave the cafeteria, they deposit their cups in the designated places for the dishwasher and throw out their paper napkins. All of this permits a speedy turnover of employees who make use of the cafeteria facilities for their ten-minute relief periods.

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Division of Personnel Administration

Voting Provisions

(Continued from page 335)

must pay wages for a period in which the employee performs no services. Of course many forms of regulation reduce the net return of the enterprise; yet that gives rise to no constitutional infirmity. . . . Most regulations of business necessarily impose financial burdens on the enterprise for which no compensation is paid. Those are part of the costs of our civilization. Extreme cases are conjured up where an employer is required to pay wages for a period that has no relation to the legitimate end. Those cases can await decision as and when they arise. The present law has no such infirmity. It is designed to eliminate any penalty for exercising the right of suffrage and to remove a practical obstacle to getting out the vote. The public welfare is a broad and inclusive concept. The moral, social, economic, and physical well-being of the community is one part of it; the political well-being, another. The police power which is adequate to fix the financial burden for one is adequate for the other. The judgment of the legislature that time out for voting should cost the employee nothing may be a debatable one. It is indeed conceded by the opposition to be such. But if our recent cases mean anything, they leave debatable

(Text continued on page 370)

Table 3: Summary of State Laws Covering Time Off To Vote

Interpretation of Attorney Generals of 48 States as of September, 1952

(✓ Indicates Provision Included in Law as of September, 1952)

State	Have State Law Covering Time Off for Employees To Vote	Maximum Time Off	Pay Deductions Forbidden	Employee Must Request Time Off	Employer May Designate Time Off Hours	Remarks and Interpretations
Alabama	Yes	2 hours	deductions permitted	—	✓	Law covers only those persons entitled to vote "in counties with populations between 75,000 and 130,000." Only three counties in Alabama fall in this category: Calhoun, Etowah, and Tuscaloosa. The industrial cities of Birmingham, Mobile, and Montgomery are outside the scope of the law as they are in counties with populations that exceed 130,000.
Arizona	Yes	2 hours	✓	✓	✓	
Arkansas	Yes	see remarks	not specified	see remarks	✓	Law specifies "All mills, mines, shops and factories in the state of Arkansas shall suspend work on the day of each general election, or change the working force of employees, not later than four o'clock p.m., in order that their employees may exercise the right of franchise."
California	Yes	2 hours	✓	not specified	not specified	Law specifies "Every voter shall be entitled . . . to absent himself from . . . employment . . . for two consecutive hours between the time of opening and the time of closing the polls. . . . The voter shall not . . . be liable to any penalty, nor shall any deduction be made . . . from his usual salary or wages." Attorney General has held "the section is not to be construed as conferring a holiday or vacation of two hours regardless of the necessity. . . . In view of the period during which the polls are required to be open (7 a.m. to 7 p.m.) . . . it would appear the necessity for resorting to the section will be quite limited."
Colorado	Yes	2 hours	✓ (see remarks)	✓	✓	Law specifies no deduction from usual salary or wages "except when such employee is employed and paid by the hour."
Connecticut	No	—	—	—	—	
Delaware	No	—	—	—	—	
Florida	No (see remarks)	—	—	—	—	Attorney General, however, says another law may be "pertinent"; it is unlawful for an employer to threaten to discharge any employee for voting or not voting in any election.
Georgia	No	—	—	—	—	
Idaho	No	—	—	—	—	
Illinois	Yes	2 hours	✓ (see remarks)	✓	✓	Law's requirements are same as those of California above. Illinois Supreme Court in 1923 and 1927 held similar provision unconstitutional.
Indiana	Yes	4 hours (see remarks)	"neither forbidden nor permit"	not specified	not specified	Law covers employees of "school corporations, manufacturing, mining, mechanical, or mercantile establishment." Specifies "no person entitled to vote . . . shall be employed . . . during the period of four hours after the opening of any election . . . except as to works of necessity . . . every employee shall be given some period of four hours between the opening and closing of the polls."
Iowa	Yes	2 hours	✓	✓	✓	Law says persons entitled to vote are "entitled" to absent themselves without loss of pay.
Kansas	Yes	2 hours	—	—	—	

Table 3: Summary of State Laws Covering Time Off To Vote—Continued

State	Have State Law Covering Time Off for Employees To Vote	Maximum Time Off	Pay Deductions Forbidden	Employees Must Request Time Off	Employer May Designate Time Off Hours	Remarks and Interpretations
Kentucky	Yes	4 hours	(see remarks)	✓	✓	Provision of law forbidding pay deductions has been declared unconstitutional by Kentucky State Court.
Louisiana	No	—	—	—	—	
Maine	No	—	—	—	—	
Maryland	Yes	4 hours	(see remarks)	not specified	✓	Law says employer shall not threaten to discharge or reduce salaries or wages of an employee who exercises right to vote. Attorney General says law "apparently forbids" pay deductions.
Massachusetts	Yes	2 hours	"neither forbid nor permit"	✓	not specified	Law specifies: "No [employer] shall employ . . . any person entitled to vote . . . during the period of two hours after the opening of the polls. . ."
Michigan	No	—	—	—	—	
Minnesota	Yes	not specified (see remarks)	✓ (see remarks)	not specified	not specified	Law specifies employee "shall be permitted to absent himself . . . during the forenoon of each election day, without penalty or deduction from salary or wages. . . ." A Minnesota District Court ruled that employees "are entitled to compensation . . . but only for such period of time during said forenoon that they reasonably and necessarily needed for said purpose."
Missouri	Yes	4 hours between opening and closing of polls	✓	not specified	✓	Law says employee "shall be entitled to absent himself" without loss of pay. Supreme Court of United States ruled Missouri law constitutional. (Day-Brite Lighting, Inc., v. Missouri, 342 U.S. 421.)
Mississippi	No	—	—	—	—	
Montana	No	—	—	—	—	
Nebraska	Yes	2 hours	✓	✓	✓	
Nevada	Yes	3 hours	"neither forbid nor permit"	✓	not specified	Election day is legal holiday: Law says that employees of establishments that can lawfully conduct business on election day "must be given . . . a leave of absence for a period of three consecutive hours" if they make application for it.
New Hampshire	No	—	—	—	—	
New Jersey	No	—	—	—	—	
New Mexico	Yes	2 hours	(see remarks)	not specified	✓	Law does not specify there shall be no deduction from wages: says employee "shall not be liable to any penalty."
New York	Yes	2 hours	✓	✓	✓	Law says employee is "entitled" to two hours off without loss of pay "provided, however, that this section shall not apply . . . on the day of a primary election if there be two successive hours, while the polls of such election are open, in which he is not in the service of an employer."
North Carolina	No	—	—	—	—	
North Dakota	No	—	—	—	—	
Ohio	Yes	(see remarks)	(see remarks)	not specified	not specified	A law granting two hours off for voting was repealed in 1951. Present statute permits employee reasonable amount of time to vote "without harm or loss."

Table 3: Summary of State Laws Covering Time Off To Vote—Continued

State	Have State Law Covering Time Off for Employees To Vote	Maximum Time Off	Pay Deductions Forbidden	Employees Must Request Time Off	Employer May Designate Time-Off Hours	Remarks and Interpretations
Oklahoma	Yes	2 hours or more	not specified	not specified	✓	Law specifies: "Every [employer] . . . shall grant each of said employees two hours of time during the period . . . and if such employee be . . . at such distance from the voting place that more than two hours are required in which to attend such elections, then he shall be allowed a sufficient time in which to cast his ballot."
Oregon	No	—	—	—	—	
Pennsylvania	No	—	—	—	—	
Rhode Island	No	—	—	—	—	
South Carolina	No	—	—	—	—	
South Dakota	Yes	2 hours	✓	not specified	✓	
Tennessee	No	—	—	—	—	
Texas	Yes	(see remarks)	✓	not specified	not specified (see remarks)	Law specifies: "Whoever refuses to an employee . . . the privilege of attending the polls, or subjects such employee to . . . a deduction of wages . . . shall be fined. . . ." Attorney General, in light of Supreme Court decision on Missouri law, holds law is constitutional. Previously, Attorney General had held unconstitutional portion of law requiring pay for voting time, but stated employees could take time off and employer could specify time.
Utah	Yes	2 hours	✓ (see remarks)	✓	✓	Law says employees entitled to two hours off to vote without loss of pay "except when such employee is employed and paid by the hour."
Vermont	No	—	—	—	—	
Virginia	No	—	—	—	—	
Washington	No	—	—	—	—	
West Virginia	Yes	3 hours (see remarks)	✓	✓	not specified	State law permits 3 hours off for voting in primary elections; for general elections, law permits 3 hours "or more if necessary" without loss of pay.
Wisconsin	Yes	3 hours	deductions permitted (see remarks)	✓	✓	Law specifies: "No penalty, other than a deduction for time lost, shall be imposed on him by his employer."
Wyoming	Yes	1 hour	✓	✓	not specified	Law applies only to direct primary elections; permits one hour off "other than meal hours."

issues as respects business, economic, and social affairs to legislative decision."

In his dissent, Mr. Justice Jackson said:

"The statute plainly requires farmers, small service enterprises, professional offices, housewives with domestic help, and all other employers, not only to allow their employees time to vote, but to pay them for time to do so. It does not, however, require the employee to use any part of such time for that purpose. Such legislation stands in a class by itself and should not be uncritically commended as a mere regulation of 'practices in the business-labor field.'

"Obtaining a full and free expression from all qualified voters at the polls is so fundamental to a successful representative government that a state rightly concerns itself with the removal of every obstruction to the right and opportunity to vote freely. Courts should go far to sustain legislation designed to relieve employees from obligations to private employers which would stand in the way of their duty as citizens.

"But there must be some limit to the power to shift the whole voting burden from the voter to someone else who happens to stand in some economic

relationship to him. Getting out the vote is not the business of employers; indeed, I have regarded it as a political abuse when employers concerned themselves with their employees' voting. It is either the voter's own business or the state's business. I do not question that the incentive which this statute offers will help swell the vote; to require that employees be paid time-and-a-half would swell it still more, and double-time would do even better. But does the success of an enticement to vote justify putting its cost on some other citizen?

"The discriminatory character of this statute is flagrant."

The impact of the United States Supreme Court decision has not yet been fully appraised. But the attorney general of at least one state whose law was formerly believed unconstitutional now holds that the state law is fully constitutional in light of the Supreme Court's decision.

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Division of Personnel Administration

Exit Interview

(Continued from page 338)

that she was not making the progress that she could and should, and that her efforts were not recognized. She was delighted when some telephone service work was assigned to her, but as she was becoming more familiar with it, it was taken away from her. She had a chance to take dictation occasionally from several different men and that gave her particular satisfaction, and the men frequently told her what a good job she did. Then that was taken away from her without any explanation. Her supervisor gave her very little praise. She had no idea what her supervisor really thought of her and had developed the feeling that as soon as the supervisor found anything she really liked to do, she made a practice of taking it away from her. She decided she'd had enough and went job hunting.

At about this time, her line supervisor and manager had filed with our salary administrator a revised description of Hazel's job, asking that it be reviewed and hoping that it would be upgraded, for Hazel was such a good worker, so conscientious, and so loyal, that they wanted to make sure that her efforts were given full weight and evaluation under our job evaluation program. They were anxious to have this accomplished as quickly as possible for Hazel was coming back from her vacation in another week and they wanted to be able to tell her about her promotion. Little did they know that at that moment Hazel was about to write a letter of resignation to her supervisor!

Although exit interviews are rarely used to dissuade people who are on the point of leaving, the company makes constructive use of them. They benefit the selection process, giving the interviewers a chance to see who has worked out well and been satisfied, who hasn't, who seems unsuited to a job and why.

The company does not overlook the possibility of

getting useful suggestions about ways of improving communication of information, methods or operations. Many of the ideas presented are sound and shrewd observations that can be passed along—often made by persons who are retiring or who have had long years of service. It would be poor management, the company asserts, not to solicit the ideas and suggestions of all who are leaving.

When there is a misunderstanding or a grievance, the interviewer is confronted with his most difficult situations. His objective is to help the person involved to talk out the problem, to broaden his perspective, to present the company's point of view, and to give him whatever assurance and offers of assistance are possible and practical. Since "feelings" and "how it happened" are even more important than "what happened"—and since emotions and prejudices may run high—it is particularly important that a person who is leaving under such circumstances be able to tell his story to an objective, disinterested counselor, who will encourage him to express himself freely and make some constructive plans for the future. The hope is that he will leave with a better feeling toward the company and with a better understanding of reasons "why." The person who is being discharged is in much the same position. He may be resentful, even belligerent. He may complain of unfair treatment and demand redress, or he may be surly and uncommunicative. Sudden discharges are rare and occur only when there is some flagrant breach of company regulations. Usually a person with a grievance or one who is being discharged has presented some "problem" over a period of time. Chances are that the situation has been discussed with the interviewer in the personnel department, and that there have already been conferences with him.

In these problem cases, the nondirective counseling approach is especially effective. A brief description of this technique, which is used in all interviews at American Mutual, will serve to clarify the program.

NONDIRECTIVE COUNSELING

The interviewer assumes an objective, noncritical, almost passive role in this type of counseling. He serves as a sounding board. He wishes only to understand the situation. He makes it clear that he is not a disciplinarian and in no position of authority over the individual. The employee does most of the talking. Occasionally the counselor interjects: "Yes, I see," "Tell me more about that," "Why do you think that happened?" or "How do you feel about that?" The responsibility is placed on the individual, because in the final analysis, he is the only one who can solve his problems. He must make his own decisions. As he gains insight, he makes better decisions and formulates better plans for his future.

More than a few employees have concluded their interviews with expressions of appreciation. Recently a

young lady who was leaving at the recommendation of the company stood up at the end of the interview, held out her hand and said, "I came in here expecting to be bawled out. I should have known better. You have helped me so much and have shown me what to do and how to go about doing it. Thank you for everything." The counselor had done none of these things herself, but she smiled as she accepted the employee's thanks. She knew she had simply set the conditions so that the young lady could work out the next steps for herself.

Perhaps the most constructive use of the exit interview from the company's point of view occurs in the area of supervisory training. Situations which come to light during the interviews are often discussed with the supervisors individually or in small group meetings. The individual conferences are typical of the many informal relationships within the company, where it has been demonstrated that more can be accomplished by face-to-face conferences than by the usual formal methods of communication. The process may take more time, but the results are generally more satisfactory. For instance, no formal report of an exit interview goes to the line supervisor—the company feels it would not do the job.

The personnel staff recognizes its role as a service department—not a policing unit—and the general recognition of this point of view throughout the company is shown by the way interviewers can go back to supervisors and discuss suggestions and problems which have come up in the exit interviews. "This is why we say that the results of the interviews are long range," one interviewer explained. "These relationships did not grow up over night. Over a period of time, mutual respect and confidence develop when everyone is striving to be objective and fair in his point of view—and after all, we are all working together for the same thing—the best interests of the company."

"Let me stress this point," says an interviewer. "Right through our counseling relationships all information is confidential unless we have the person's permission to discuss the problem with his supervisor. However, especially in the exit interview, we often ask and usually receive that permission." If permission has not been given and there are numerous problems coming from a particular unit, a general question may be raised—and the discussion goes on from there.

In addition to the approach through individual conferences, interviews are sometimes written up as cases, with identifying details changed, and presented for discussion at supervisory training meetings. The case of "Jane" demonstrates one way in which training is developed through an individual conference with a supervisor.

Jane was leaving and during her exit interview we learned that she and her associates felt that their supervisor only went through the motions of rating their per-

formance. Several days later when talking with the supervisor the conversation got around to the semi-annual progress reviews and she indicated that she considered them a "chore," did not fully understand their purpose, and as a result felt that they were not particularly effective. After discussing the general theory of merit rating, we rerated the performance of her people on the progress review form. Although she was more satisfied with these ratings, she admitted that the greatest stumbling block had been the discussion of the ratings with the individual. "I don't like to be a nagger. They know whether or not they're doing what is expected of them. If they're not—well, I just don't know how to bring out their shortcomings so that they won't resent it."

From these statements, she developed the idea that if an individual rated herself she might point out her own weaknesses and it would be easier for the supervisor to offer constructive suggestions for improvement. At the time of the next rating period, she asked each person in her unit if she would be willing to make out her own report and compare it with the one she had prepared. In the discussions she found, to her surprise, that the girls not only indicated the weaknesses she had hesitated to mention but in many cases had suggestions for remedying them.

All in all, American Mutual feels that its exit interviews are well worth while—that the company, as well as the individual, benefits from the program. It believes that the right way to end employment is as it began, through a personal interview. It doesn't want any worker to leave without the opportunity for a final word with an impartial and responsible staff member.

THE BALANCE SHEET

The counselors report that about 5% of their time is taken up with exit interviewing. This is not a large per cent. If skilled interviewers are available, the exit interview is not a time-consuming or expensive undertaking.

Asked what an organization might expect to gain from initiating a similar program, a personnel officer replied: "Perhaps very little at the outset. The benefits are long range. You must feel your way. Your supervisors must discover what you are doing. After a while, if you do a good job, they will understand that you are not working at cross purposes with them. They will see that you are working with them and that you can help them with their problems. We have a fine mutuality of respect between our staff people and our supervisors. When you have that, you start getting results. . . . We feel that through the exit interview we provide a service that is appreciated by the individual employee. And the interviews help us keep in touch with how things are going from the employee's point of view. A company needs contacts like these on a continuing basis."

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